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# USSR Report

HUMAN RESOURCES

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LABOR

LABOR COLLECTIVE'S ROLE IN PLANNING, MANAGEMENT REVIEWED

Trade Union Officials Comment

Moscow TRUD in Russian 30 Apr 85 p 2

[Article: "The Labor Collective is the Author of the Plan"]

[Text] Work has now been widely initiated in the country's labor collectives on the formulation and discussion of draft plans for economic and social development for the year 1986 and the 12th Five-Year Plan. This movement has a profound meaning. No one knows about available reserves better than the labor collectives themselves, it was stressed at the April [1985] plenum of the CPSU Central Committee. The task of the trade unions together with the economic organs is to head the work on attracting the workers to the development and discussion of draft plans, the maximum use of reserves, and the increase in production efficiency. This is especially important now, when the entire country is preparing to greet the 27th Party Congress in a worthy manner.

A session of the worker group of the VTsSPS [All-Union Central Trade Union Council] took place recently on the participation of the trade unions in the implementation of the USSR law on labor collectives. The experience of a number of Leningrad enterprises was analyzed and approved at this session which took place under the chairmanship of the secretary of the VTsSPS, I. I. Gladkiy. This experience is discussed in the materials being published today.

Already in the middle of the second quarter of last year the draft plan for 1985 was presented to the labor collectives of our association for discussion.

Beginning with 1980, our process for working out the draft plan has proceeded in accordance with a specific time limit. The publication of a special order and the creation of a central commission of the association consisting of specialists and representatives of the party committee, trade union committee, and Komsomol committee are envisioned.

The sections of the plan in accordance with each of which worker groups are formed are determined in the order of the general director. These worker groups report monthly to the central commission on the state of affairs. For two months the draft plan is discussed in brigades, shops, and departments of the association. Here hundreds of suggestions arrive from the labor collectives, each of which is examined attentively by the worker group. Useful, timely suggestions are immediately introduced into the draft of one or another section of the plan or are transmitted to the central commission. It is precisely the initiatives of the workers which permitted adopting a counterplan for 1985 which envisages the manufacture of one powerful gantry crane above the production program and the output of additional products worth 300,000 rubles.

Proposals of the collective on social questions are also reflected in the draft plan. Take our new facilities for domestic services and trade. This year a House of Everyday Life is opening on the territory of the association's head plant in which dry-cleaning equipment, shops for the repair and sewing of clothing and footwear, and a barber shop have been installed. An "Optik" [optical] store will also operate here. All this was introduced into the plan on the desire of the workers and employees.

However, participation in planning is still only half the matter. The labor collectives should participate in monitoring the execution of the plans.

We consider common political days which are organized by the party committee to be one of the forms of such work. The association's trade union committee participates actively in their conduct. During these days, the shop trade union committees invite economic leaders, chief specialists, and the leaders of the services for reports to the labor collectives. In addition, at least once a week on sector meetings and, in small shops, at common "five-minute meetings" the chiefs of sectors and shops present exhaustive data on how the plan is being accomplished to the labor collectives.

However, there also are still serious shortcomings which restrict the collective's capabilities.

We are dissatisfied with the level of planning among our main customers, in particular the USSR Ministry of Ferrous Metallurgy. Last year, this ministry changed orders for special cranes three times but even the last one, as was learned, does not meet the true requirements in our production. It is believed that it is high time to put an end to such "refinements," "corrections," and "amendments." An interested discussion of draft plans for 1986 and the next five-year plan is now under way in brigades, on sectors, and in shops of our association. We would like the errors of the past not to be repeated.

A. Parfent'yev, chairman of the trade union committee of the "Lenpod'yemtrans-mash" production association imeni S. M. Kirov

The broad discussion of draft plans at meetings of brigades, sectors, shops, and departments has become the living standard for shipbuilders. This document is analyzed by the plant's party committee and, of course, the trade union committee of the plant

When discussing the draft plan it is enriched by many sensible suggestions. Last summer, V. A. Zhdanov's brigade stepped forth with the initiative to include technical engineering personnel and auxiliary workers in the contract collectives. This proposal was approved by the corresponding services and the plant's trade union committee. It became part of the combined plan for the economic and social development of the collective for the current year and is already being implemented.

Upon receiving the rough drafts for the forthcoming year, each brigade tries to refine its production capabilities. Reserves for raising the qualifications of workers, improving the organization of labor, improving the efficiency of work sites, and so forth are disclosed. It can now be stated that the production section of the draft plan is actually the sum of the brigade plans.

Of course, a clear final goal increases the labor and social activity of the collective, concretely defines socialist competition, and places it on a firm basis.

Today we have a great number of forms of labor competition which have been tested by life. There are combined plans for increasing labor efficiency at the work sites in all our brigades without exception. This permits achieving the output of products in excess of the plan and saving tons of metal and norm-hours in labor expenditures. Technical engineering personnel adopt personal creative plans which, as a rule, are directed not only toward improving designs and technology, but also toward strengthening the ties of technical engineering personnel with the shop collectives and production brigades. There are many examples of the effectiveness of such collaboration. It is the rule and standard of the collective's life.

The program "Intensification-90" which was developed in Leningrad has been influencing the quality of planning in the most favorable manner for the last two years. All organizational and technical measures of the plan are subordinated to a single goal--the intensification of production and improvement in the organization of labor on the basis of the introduction of new equipment and technology.

This is good. But we cannot fail to mention something else--the necessity to increase the responsibility of the higher organizations. Let us say, a labor collective plans goals proceeding from the deliveries of new, contemporary equipment which have been promised to it. However, after approval of the plan in the ministry either no trace of the promises remains or the funds for new equipment are reduced noticeably. It is clear that with such procedures the collective will hardly want to assume an intensive plan. I am writing of this because this happened repeatedly in past years. In our opinion, 100-percent material and technical support of the enterprises' plans should become the primary duty of the ministry.

Ye. Gogolyukhin, chairman of the trade union committee, Leningrad shipbuilding yard imeni A. A. Zhdanov.

Today the direct participation of the workers in the development and discussion of draft plans is being moved to the foreground. How the provisions of the article of the Sixth Law which asserts the right of collectives to participate in planning is being realized can be easily seen from the example of the shipyard imeni A.A. Zhdanov and the "Lenpod'yemtransmash" association imeni S.M. Kirov.

Recently, the work of the trade union organization and administration of the "Poligrafmash" plant on the practical implementation of the law's provisions was examined at the presidium of the Leningrad oblast trade union council. It was noted that a harmonious system for the development and adoption of personal and brigade plans is employed at the enterprise. Based on the creative employment of the experience of the Moscow "Dinamo" plant with consideration of new requirements, it reflects most objectively the contribution of each worker to the increase in collective results. The experience accumulated here and at many other enterprises of Leningrad Oblast permits drawing practical conclusions.

Combined planning is most effective at those enterprises where it is regulated by a special statute which establishes a strict sequence and determines the content of the work of economic organs, trade union organizations, and labor collectives.

At many Leningrad enterprises, with consideration of the law's requirements necessary changes have been introduced in the programs of the schools of communist labor and leading experience, people's universities, and the system for economic education. Thus, the statute on intraorganizational and intrashop planning under conditions of brigade cost accounting in the "Leningrad Electromechanical Plant" production association [PO] envisions different forms of the labor collectives' participation in the preparation of five-year and annual plans of shops and brigades and defines the role of the NTO [scientific-technical society] and VOIR [All-Union Society of Inventors and Innovators] in this work.

In the "Svetlana" production association, after the law's adoption a method was published for the working out of a shop's plan for economic and social development which regulates the procedure and times for the working out of the plan with consideration of the broad inclusion of the labor collective in this work. A statute was adopted on monitoring the accomplishment of the plan for economic and social development which, in particular, envisages periodic reports by the leaders of associations and shops to the labor collectives.

Realization of the provisions of the articles of the Sixth Law led to a search for new organizational forms for this work. At a number of enterprises, sociological surveys of the workers are conducted when preparing the draft plan, permitting the disclosure of additional production reserves and determining the direction of social policy for the forthcoming five-year plan. Scientists of scientific research institutes of Leningrad and other cities of the oblast are involved in this work. The conduct of business games with the leaders of enterprises and shops and brigade leaders is practiced at which optimum versions of the draft plan are worked out.

Thanks to the efforts of the trade-union organizations the workers' participation in economic and social planning has assumed a mass character. In the Leningrad optical-mechanical association, when drawing up the draft plan more than 7,000

workers' suggestions directed toward an increase in production efficiency and the solution of social problems reached the central and shop commissions. After the examination of these recommendations 120 measures were included in the association plan and more than 2,500--in the shop plans.

The experience of the Leningrad enterprises proves convincingly that it is important to begin the working out of draft plans early and to tie them to the times for order campaigns for material and raw material resources, that is, the pre-plan preparatory period should begin as early as possible. However, unfortunately, instances of the violation of the established times for bringing planning indices to the enterprise on the part of some ministries are still encountered and instances of the adjustment of plans have not been overcome. Receiving a draft plan the higher organization, let us say a VPO [All-Union Production Association] or ministry, should inform the labor collective of its decision concerning the initiatives and suggestions put forth at the enterprise. This is still not always done in practice.

Today the authority of the collectives in developing and discussing draft plans is being realized most completely and concretely at the brigade level. Approximately 1,100,000 workers are united in them in Leningrad and the oblast. The number of cost-accounting collectives is growing more and more. The oblast trade union council has established strict monitoring in seeing that in all labor collective draft plans for 1986 and the 12th Five-Year Plan are discussed no later than this May at general meetings and conferences. Only in this case will normal planning technology be sustained, permitting consideration of all suggestions and tying all sections of the plan together.

We note with satisfaction that with the implementation of the right to participate in planning the activity of the labor collectives increased in the development and adoption of counterplans--intense and intended for involving available reserves in the matter.

The successful accomplishment of state and counterplans is determined to a great extent by the effective organization of socialist competition. Proceeding from the letter and spirit of the law, the trade union organs together with the administration are working persistently on creating conditions for each workers' adoption of weighed, economically substantiated socialist obligations.

Recently the plans of the labor collectives for economic and social development have been filled with new content: with important measures to strengthen the intensification of the economy on the basis of the achievements of scientific and technical progress. This corresponds to the call of the times and party lines. Thus the provisions of the Soviet law on labor collectives are being put into practice.

N. F. Petrov, secretary of Leningrad  
Oblast Trade Union Council

## Labor Law's Effectiveness Surveyed

Moscow PRAVDA in Russian 3 Jun 85 p 3

[Article by Sergey Kolesnikov and Oleg Meshkov, Riga and Moscow: "The Law's Effectiveness: A Socio-Economic Survey"]

[Text] Less than two years have passed since the Soviet law on labor collectives which has been charged with raising their role in the solution of production and social problems and in controlling enterprises, institutions, and organizations began to live and operate. But, as practice shows, for the present its effectiveness is not as great as it should be. What more should be done for the law to fully serve the initiation of the labor and social activity of people and the development of our society's democratic standards of living?

### Duty and Right

"The law on labor collectives grants us great rights. And they should be completely used," says the senior brigade leader of glass makers of the Riga "Latvijas stikls" association, A. Laukshteyn. "In my opinion, the most important thing here is to establish firm contact between the administration, workers, and brigade leaders. So that all of us are united by a common goal."

Alfred Ansovich is correct. For the law is directed toward increasing the role of the workers in the control of production and the responsibility of the supervisors to the collective. This means that in the basic cell of our society large and small production problems should be solved with the participation of each worker. It is not only their right, but also their duty.

Brigade leader P. Milch tells of the following instance. A draft plan in which it was planned to manufacture 50,000 bottles above the assignment was presented to the shop collective for discussion.

"We came forth with another suggestion," says Pavel Dominikovich. "We can provide even greater production. But for this, there should be a change in the schedule for beginning series production of articles. The administration agreed with the collective. And practice proved the correctness of our calculations."

What does the initiative of the collective provide in the search for reserves? Suffice it to say that in accordance with the suggestions of the labor collectives the enterprises of the republic's Ministry of Local Industry, to which "Latvijas stikls" belongs, adopted a counterplan for 1985 which exceeds by half a million rubles the state assignment for normative-pure products. Workers with initiative in raising the standard of output are stepping forth more and more often. Last year 277 standards were reviewed thanks to this.

Counterplanning and collective discussion of what it is planned to do are firmly entering into practice. However, the law's requirement concerning the mandatory participation of the labor collective in the development of draft plans is still

not strictly observed everywhere. Often this work is conducted only at the brigade level. The new procedure for the approval of plans also remains unused up to now for some ministries. Thus, for example, the draft plan of the Daugavpils locomotive repair plant for the year 1985 was sent to the Ministry of Railways without discussion in the collective.

The administration reports to worker meetings on the course of the realization of the plans and the reasons for their "adjustments" only on a case to case basis. The opinion exists that, they say, one or another question can be discussed in the collective and it can be solved individually. The director's report can be heard at a meeting and we can get by without it.

"It cannot be said that prior to the adoption of the law the supervisors did not listen to the voice of the collective." says the Chairman of the Latvian Council of Ministers, Yu. Ruben. "Of course they listened. But often they also ignored it. And not all realized that one cannot groundlessly impose his will on the collective."

Evidently, far from every supervisor as yet proved to be psychologically ready for such a change, it was noted at a recent meeting in the CPSU Central Committee with the supervisors of enterprises and brigade leaders, specialists, and scientists. It still seems to many that if they consult less and only command, the path to what has been planned will be simpler and shorter.

The matter here, of course, is not only the psychological attitude. The law's requirements concerning the preliminary examination of plans, just as its other standards, should be corroborated legally and organizationally. Here, the word belongs to Gosplan USSR, the USSR State Committee on Labor and Social Questions, and the All-Union Central Trade Union Council. For many statutes, instructions, and so forth, being expressed in legal language, and "local acts" have not yet been brought into conformity with the law. Detailed recommendations on the employment of its provisions are also needed. Next in turn is the preparation of a scientific and technical explanation similar to the one which was published to explain complex questions of labor legislation. And really, at times the law itself is presented at the enterprise in one single copy which is kept with the chairman of the trade union committee: for the present its circulation is rather small for the country's 2.5 million labor collectives....

Finally, we are also discussing the fact that some managers do not have sufficient general legal background or elementary respect for the law. Many middle-echelon supervisors simply do not know its content. In talks with us only some recalled its provisions which, by the way, have a direct relation to the duties of a shop chief or foreman. The following conclusion suggests itself: perhaps in performance ratings of technical engineering personnel knowledge of the law on labor collectives should be considered. And not only knowledge, but also the requirement and daily striving to consult with people on problems of burning importance which arise on the main direction of our actions--in the sphere of production.

#### Demand More Strictly

When the draft law on labor collectives was still only being discussed, the largest number of suggestions pertained to questions in strengthening discipline.

This unanimous opinion of the workers was considered: now the collectives have the opportunity to display in more active forms comradely demandingness toward those who work in a slipshod manner. These powers are used well, for example, in the VEF [Riga electrotechnical plant] imeni V. I. Lenin.

They began here from the fact that they had elaborated and adopted new, stricter rules for internal labor order for the workers and employees. However, it is not only a matter of strictness. Much is being done to raise the authority of those who work honestly and conscientiously. In addition to the traditional forms of rewarding, here they award special distinctions to the best: "Master 2d Class," "Master 1st Class," "Veteran of Labor," and finally, the title of "Honored VEFite." By the way, this honor is awarded after a thorough discussion in the shops to no more than five people per year out of the many-thousand person collective. Among the services and privileges are the special granting of housing and the right to select one's time for vacation.

The strengthening of discipline at the VEF is an obvious process. Nevertheless, for the time being it is necessary also to have recourse to sanctions envisioned by the law. Here, too, the VEFites try to rely more strongly on public opinion and on the strength of the collective. Recently the load more than doubled for the comradely courts. But this circumstance is gratifying--for if formerly some of the shop administration tried to conceal loafing or other violations of labor discipline, now each of them becomes a subject of serious examination. The collectives of sectors and shops began to use more often their right to submit a petition concerning the release of violators from the enterprise and the employment against them of such punishment as the temporary transfer to lower paying work.

The experience of the VEFites shows the effectiveness of the measures envisioned by the law. However, don't we often encounter instances where slackers and poor workmen are literally "showered" with innumerable punishments by the administration but the collective remains aloof here? The law can and should become one more effective tool in the struggle against hard drinking. In short, there are many possibilities here. It is only necessary that we not be idle in using them.

"Take" or "Borrow?"

Latvian enterprises are rightly famous for their well-organized social and domestic "shops." At the Riga "Radiotekhnika" plant, which we visited, it is an entire building which contains dining rooms, coffee shops, and a special hall of the national kitchen which other restaurants can envy. There are virtually no lines here: each one can select a composite dinner according to taste and even the number of calories.

To a great extent, this is the result of implementing the conditions of a collective agreement. Now, after adoption of the law, one more party has been added in it to the traditional "high contracting parties"--the administration and the trade union organization--the collective itself.

For example, on the suggestion of the labor collective of the "Avrora" factory substantial additions were introduced into the contract with the administration: 10,000 rubles were allotted for loans to young families.

Much is being done on the suggestions of the labor collectives for an improvement in working and living conditions. At the Ogre knitting combine, for example, last year a health recovery-improvement complex with a swimming pool began to operate, an office for psychophysiological relaxation was equipped, and a sanatorium-type garden-nursery was built. It is believed it is not by chance that the workers of the enterprise are working successfully and that in recent years the personnel turnover and sick rate were reduced.

But even here, in the most important matter of creating a genuine contemporary production way of life, the law can operate more effectively. Unfortunately, some departments are still moving toward a direct violation of the legislation, operating according to the principle: "What I want I take." Article 14 of the law on labor collectives prohibits removing any resources from the funds of an enterprise which are intended for social and cultural purposes and housing construction without the agreement of the workers. And here the republic's Ministry of Motor Transport and Highways violated this statute, "borrowing" 100,000 rubles from the fund belonging to the Riga motor vehicle combine No 7. And it did this without the agreement of the labor collective. Of course, situations differ. At times a ministry cannot get by without additional funds. But what keeps it from explaining to the collective why the money is needed and the purposes for which it is intended? For then the people will also meet a substantiated request half way.

#### Who Should Be Selected as Chief

The following story was told at one of the enterprises: the director cancelled an order which had already been issued concerning the appointment of a new shop chief. The reason? The shop collective objected to this nomination which they did not have the time to bring up for preliminary discussion.

Personnel problems are always difficult problems. It is not easy to find a person for a supervisory post, especially one who is both competent and authoritative and would be able to get along with subordinates without joking with them. And many other parameters can be counted. However, for the present they are still somehow unaccustomed to bringing the complex matter of personnel selection to the people....

"Are nominations for the posts of foreman and shop chief discussed in the collective?" we ask the deputy general director for personnel of the Riga "Radio-tehnika" association, V. Dubovnik.

"We are not such great democrats," the deputy smiled in response.

What hinders them in reforming? Is it the custom to discuss such questions in private or is there a lack of desire to consider the collective's opinion? Or simply, does the administration not feel a requirement for such counsel? However, the experience of other enterprises convinces us that now there is no getting by without it if you want to conduct a well-grounded, correct personnel policy. The system operating in the Riga "Kommutator" production association is based on the provisions of the law on labor collectives. A statute on the selection and appointment of brigade leaders, foremen, senior foremen, and chiefs of sectors who are selected by the workers themselves has been introduced within its framework.

"We preferred the elective system because," explains the chairman of the association's trade union committee, A. Vanags, "now it is not enough for the leader of a lower element to be able to organize the production process. He must possess the abilities to make people more active and carry them along, using his authority and the confidence of the comrades."

The public personnel department plays a leading role in the selection of candidates. But, of course, the administration and party and trade union organizations do not remain aloof. An interesting detail: candidates who have gathered at least 75 percent of the votes are considered elected. Otherwise, the elections are conducted again.

Many middle-level supervisors who are working at "Kommunator" have received the collective's confidence repeatedly. Thus, foremen M. Yerokhin and N. Grevtsov were reelected for the fourth time last year. There are other examples: in the course of elections two foremen were not entrusted with the rights of leadership. The system operating at "Kommunator" confirms convincingly the effectiveness of the standards assigned in the law on labor collectives.

A law, V.I. Lenin noted, is a political measure, is policy. And our law on labor collectives should become an effective political and state tool for raising the social and production activity of people.

There is still much to be done for it to "begin to work" with full return. And the most important thing here is to teach and learn to use the rights which have been granted.

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## LABOR

### IMPROVEMENT OF SOCIALIST ORGANIZATION OF LABOR ADVOCATED

Moscow PLANOVOYE KHOZYAYSTVO in Russian No 4, Apr 85 pp 16-25

[Article by Yu. Batalin, chairman of the State Committee for Labor and Social Problems: "Socialist Organization of Labor and Improvement of the Management System"; passages enclosed in slantlines printed in boldface]

[Text] Based on the laws governing socialist production and an analysis of the specific reproduction conditions of the 80's, the party has set the task of achieving a breakthrough in the improvement of the national economy's effectiveness and intensification of all sectors of the economy.

The improvement of socialist organization of labor is one of the most important directions for accomplishing this task. V.I. Lenin indicated the need for the socialist society to work out and apply "new methods of production and labor organization and its own methods of involving the workers in the work and assuring their discipline, and to increase labor productivity in its own way and by its own methods."<sup>1</sup> Our accumulated experience and the possibilities of developed socialism permit us to make fuller use of the laws governing socialist organization of labor and its advantages in all areas of public production.

Scientific and technological progress is bringing large-scale employment of totally new types of machinery and equipment and raising the technical level of production. This, in turn, is necessitating changes in labor organization forms and methods. To an ever increasing degree, the modern equipment and technology are requiring joint, coordinated work by dozens and frequently hundreds of people. It is therefore essential to employ advanced forms of collective labor to focus them on the common task and unite them with common interests. Unity of interests is not achieved automatically, however, but requires restructuring the management system and bringing it into conformity with the qualitative advances made in the productive forces. This restructuring must develop careful regard for socialist property, a sense of personal responsibility for the collective results of the work and skills in exercising socialist enterprise in the broadest masses of the workers.

The development of advanced forms of collective labor, the strengthening of the principle of distribution according to labor, the elimination of all forms of leveling tendencies and the development of socialist production democracy must become a very important direction for resolving these problems.

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<sup>1</sup>V.I. Lenin, "Poln. sobr. soch." [Complete Collected Works], Vol 36, p 178.

Under developed socialism, the task is not only and not so much one of establishing basic order in the organization of labor. The development of socialist organization of labor must assure the attainment of new frontiers in economic and social progress conforming to the stage of perfecting mature socialism. These new frontiers cannot be attained with the former methods or by taking individual steps to improve a certain aspect of the organization of labor and production. It is the dictate of the times that we implement a system of measures to improve the organization of labor, production, administration and the management system, and to achieve social development in their organic interrelation and interchangeability.

Socialist management organizations are the main element in public production at all the stages of socialist development. The effectiveness of the economy and its growth rates depend to a crucial degree upon how well the associations and enterprises apply the achievements of scientific and technological progress, organize the labor and production, and use the production capital and funds entrusted to them.

The role of the basic production element has grown substantially with the conversion to the intensive management methods. In the situation in which the main stress is not on building up the production capability, but on its efficient utilization and its qualitative improvement, it is precisely the socialist management organizations which bear the main burden of finding and activating reserves for increasing labor productivity, accelerating scientific and technological progress, and carrying out the technical reequipment of the national economy. The socialist management organizations must use this as the basis for providing additional sources of accumulations for accomplishing the social tasks of the developed socialist society. This requires considerably expanding the authority and increasing the responsibility of the associations and enterprises for the results of the management work, and providing the conditions necessary for the blue- and white-collar workers to exhibit production and social activeness.

A system of measures have been implemented in recent years to improve socialist management practices. Decisions have been adopted on accelerating scientific and technological progress, carrying out the large-scale economic experiment, developing and increasing the effectiveness of the collective forms of labor organization and wages, taking further steps to strengthen labor discipline and reduce personnel turnover, improving delivery discipline, and assuring that labor productivity grows more rapidly than wages, as well as the Law on the Labor Collectives.

The new management forms and methods are being tested on a practical level in the course of the large-scale economic experiment.

As we conduct the experiment, it is extremely important to further develop everything progressive and advanced in the socialist management system and to eliminate existing shortcomings in this area. It should be pointed out that a number of extensive steps taken in the past to improve the management system did not produce the desired effect. Planned growth rates for national income and labor productivity, intended correlations between growth rates for labor productivity and for wages, and other effectiveness indices were not achieved. We believe that one of the main reasons was primarily the fact that the changes made in the management forms and methods frequently began and ended at the enterprise level, did little to affect the interests of the shop and brigade collectives or specific workers, and were not backed up with progressive changes in internal planning and management.

As the new management forms and methods are worked out, it is therefore essential to make the primary labor collectives and every worker aware of the experiment. This will make it possible to significantly stimulate the entire process of improving the management system, to involve broad sections of the workers, increase the responsibility of those in charge at the different levels, specialists, engineers and technicians to the collectives for improving labor and production organization, perfecting the planning and administrative, and so forth.

The experiment is designed to enlarge management's authority and to increase the economic interest and the responsibility of the associations and enterprises for producing goods in the volumes and the range required by the society, increasing labor productivity and reducing production costs. The labor collectives have an extremely important role in the accomplishment of these tasks. The ministries, associations and enterprises operating under the experiment therefore have the task of applying a comprehensive, unidirectional system of planning, assessing and reporting from the top down, based on indices set for the enterprises as a whole. The plan covering deliveries and contractual commitments, for example, may be distributed to the individual subdivisions, including the brigade, in the form of assignments for producing a list of products according to a schedule; the plan for growth of labor productivity--in the form of targets for reducing the labor-intensiveness of the products or reducing labor outlays; the plan for reducing production costs--in the form of targets for conserving specific types of materials, fuel and energy, and in individual cases--as targets for reducing the production costs of specific finished items produced by the brigade, the section or shop. The incentive system at all levels--from the enterprise down to the brigade--must be directed toward the accomplishment of these tasks and call for the extensive employment of consolidated labor and materials outlay norms for the product.

The work being performed at a number of light industry enterprises in the Ukrainian SSR is of considerable importance in this respect. The republic's Ministry of the Food Industry together with the USSR State Committee for Labor and Social Problems have approved the Basic Regulations for Further Enhancing the Effectiveness of the Economic Experiment by applying its principles more fully at all levels of production. In accordance with the regulations, substantial changes have been made in the system of intra-plant planning, stock-taking and bookkeeping in the shops, sections and brigades. The brigades are assigned targets for output in physical terms and by assortment, based on agreements concluded with the trade organizations, and for growth of labor productivity (reduction of labor-intensiveness), ceilings on personnel and the wage fund. Rates are set for them with respect to consumption of raw and processed materials, fuel and energy per unit of output.

The work is performed in all the brigades under a single contract, with payment based on the end results, and comprehensive output rates are applied. An economic agreement is ordinarily concluded between the brigade collective and the shop administration, which specifies the reciprocal responsibility of the parties. The system for providing the workers with incentives is linked to the achievement of figures set for the enterprise as a whole. Instead of the traditional system of awarding bonuses for meeting or exceeding output norms, the indicator of fulfillment of assignments for volume of output is being used in the bonus system.

The effectiveness of this system has been confirmed in its use at nine enterprises of the Ukrainian SSR Ministry of the Food Industry. All of the enterprises exceeded the targets set for increasing labor productivity, and rates of growth exceeded the branch average at six of them.

A number of enterprises in other branches also have some positive experience in applying the principles of the economic experience down to the brigade level. At the Elektrovypryamitel' Plant in Saran, which is under the Ministry of Electrical Equipment Industry, the sections and all of the brigades have been assigned targets for production output, labor productivity and consumption of the main types of materials. The brigade's wage fund is ordinarily determined on the basis of consolidated rates for the end result of the work--the manufactured instrument, the assembled unit and so forth. The comprehensive, consolidated rates are calculated on the basis of planned labor-intensiveness for types of products. The establishment of targets for labor-intensiveness and the provision of incentives for exceeding technically justified norms, together with other measures, are producing a high growth rate for labor productivity (it increased by 9.1 percent for last year as a whole).

One of the most important tasks we have to accomplish in the 80's is to organically combine effective forms of labor and production organization with the management forms and methods inherent in socialism. The experience of the outstanding associations and enterprises has shown that this task can be accomplished by introducing the contract form of labor organization and wages in the brigades, as well as in the larger organizational structures--for the collectives of sections and shops as a whole.

Under a contract, the entire collective is oriented organizationally and economically toward the end result, upon which the amount of wages depends. The contract requires the concluding of an agreement between the labor collective and the administration for the fulfillment of a specific assignment--output of finished products, production assemblies or units-per-brigade or the construction of a certain project or a separate part thereof. The necessary equipment and tools are assigned to the collective, it is allocated raw and processed materials, and long-term rates are ordinarily set for formation of the wage fund and for the consumption of materials.

The organization of the contract collective includes piece-rate and time-rate workers, and in many cases, especially recently, engineering and technical personnel as well. They are all actually placed under a group, piece-rate system of payment whereby the wage fund for the entire collective is made directly dependent upon the volume of work performed, its quality and the time involved.

The contract collectives are granted extensive authority with respect to organizing the work and production, determining the skills composition and the number of workers, and distributing the group earnings. The collective accepts a commitment to complete the production assignment and to make efficient use of the socialist property entrusted to it.

The contract form of labor organization and wages provides the basis for developing relations of reciprocal economic responsibility and for employing the system of applying sanctions and distributing the compensation among the subcontracting subdivisions of enterprises, the contract collective and the administration and

subsequently, between the socialist management organizations and higher administrative bodies. This provides the basis for fuller validation of the distribution of management functions and authority and for bringing them into conformity with the actual capabilities and competence of the various production levels and elements. It is thus the contract system of labor organization and incentives which makes it possible "to solidly establish two inseparably linked principles--/greater independence and greater responsibility/--in all areas of management and production work."<sup>2</sup>

An experiment in the use of contract management methods in the collectives of 19 shops and 26 sections of 15 enterprises and organizations in industry, agriculture, construction, transportation and consumer services, involving a total of more than 4,000 people, is presently being conducted in a number of associations, enterprises and organizations of Novosibirsk Oblast. It is being conducted by the USSR State Committee for Labor and Social Problems, together with the AUCCTU, interested ministries and Novosibirsk Oblast organizations.

In general, the preliminary results from the experiment (for 1984) permit us to conclude that the use of the contract system of labor organization and incentives in large organizational bodies, particularly at the section level, is highly effective. The adoption of the contract system significantly raises the main indices for the production work of the labor collectives, even those which were previously not among the outstanding as a rule. Furthermore, the enterprises taking part in the experiment are ordinarily not given any special advantages with respect to materials and equipment supply, economic incentives and so forth. In 23 contract collectives in industry, which have fulfilled the conditions for this experiment and the indices of which are comparable with 1983, production volume has grown by 8 percent and labor productivity by 12.6 percent, and for the enterprises in which the experiment is being conducted, as a whole, the figures were 4.6 and 5.2 percent respectively. The ratio of growth rates for labor productivity and average wages was 0:24 for those contract collectives and 0:44 for the enterprises as a whole.

Contract collectives of the Ob' and Sorevnovaniye of the RSFSR Ministry of Light Industry, and the Elektrosignal Plant achieved the best indices in the industry. Production volume grew by 8.9 percent and labor productivity by 25 percent on Production Line No. 11 of the Ob' Association, with a growth of 7.9 percent for wages. Construction Section No. 6 of the Novosibirskpromstroy Trust exceeded the planned targets for growth of labor productivity by 64 percent. Grain yields in a contract cropping section on the Priobskiy Sovkhoz amounted to 26.5 quintals per hectare, which is 1.5-fold more than specified in the plan.

The introduction of elements of economic accountability in the contract collectives has made it possible to improve the use of raw materials, fuel and energy. The cut-out shop of the Severyanka Sewn Goods Association worked 6 days with the electric energy saved in 1984, for example. The turning section of the Sibsels'mash Plant, where there was a 2,560 ruble over-expenditure of cutting tools in 1983, achieved a saving of 118 rubles when converted to the contract system.

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<sup>2</sup>K.U. Chernenko, "Na uroven' trebovaniy razvitogo sotsializma. Nekotoryye aktual'nyye problemy teorii, strategii i taktiki KPSS" [At the Level of the Demands of Developed Socialism: Certain Pressing Problems of CPSU Theory, Strategy and Tactics], Moscow, Politizdat, 1984, p 17.

The extension of the contract system to the sections and shops helped to reduce losses of work time, to strengthen production discipline and to establish stable labor collectives. Intra-shift losses of work time were cut in half on Production Line No. 11 of the Ob' Association. There have been no violations of labor discipline in a contract section for the preparation of new models in the Sorevnoaniye Association during the past 6 months. The performance of the set volume of work with fewer workers has become very widespread. The contract collectives as a whole freed 3.7 percent of the total number of workers, while increasing production output, in 1984, for example. The collective contract system is having a significant effect with respect to reducing the number of workers in the auxiliary subdivisions. The repair section of Shop No. 47 at the Elektrosignal Plant serviced a machine-tool pool increased by four units with a staff 18 percent below that specified in the plan, and the output of televisions was increased by 5,000 sets by reducing equipment downtime. On Garment Production Line No. 11 of the Ob' Association, repairs are made during the lunch break or between shifts, which reduces losses of work time during the performance of the main operations.

The adoption of the contract system in the sections and shops creates conditions conducive to the implementation of the Law on Labor Collectives and the enhancement of their role in management. The main production and social problems are discussed at meetings of the contract collectives. Councils, which include heads of sections and shops and other engineering and technical personnel, along with the workers, function actively between meetings in all the contract subdivisions. At a chemicals and pharmaceutical plant, for example, the councils of two shops came up with an effective system of product quality control. Practically universally, the councils define the labor participation coefficients for engineering and technical personnel, and in many cases the councils have raised the issue of their suitability for the positions they occupy.

Making the use of the existing production capability more effective is an extremely important focus in production intensification. Certification and improvement of the efficiency of the work stations constitutes the organizational and methodological basis for this work and is an effective way to find and activate intraproduction reserves.

The recent decree of the CPSU Central Committee on the experience of the Dnepropetrovsk Combine Plant imeni K.Ye. Voroshilov in introducing a system for certifying the work stations and making them more efficient calls for improving this work and making it a general state system embracing the entire national economy.

The systematic certification and improvement of the efficiency of the work stations should contribute in every possible way to the fulfillment and over-fulfillment of plans for growth of labor productivity, to the enhancement of the output-capital ratio, the improvement of working conditions and the efficient use of available manpower. In order to achieve this, the certification should identify work stations which do not conform to the technical and technological, organizational and economic, and social requirements, the stations should be improved and the inefficient ones eliminated on this basis, the more productive equipment should be given a full load, bottlenecks in production should be eliminated, the use of manual labor should be reduced, and the conditions under which it is performed should be improved.

The effective and stable functioning of the system for certifying and improving the efficiency of the work stations requires giving the collectives of associations and enterprises, ministries and departments and soviets of people's deputies an interest in this work.

The economic interest of the socialist management organizations involves primarily the creation of production resources and the distribution of the income. It is therefore expedient in the planning of capital investment ceilings to establish a procedure whereby funds for new construction or reconstruction are allocated to the ministries and departments, associations and enterprises only after they have identified all possibilities for increasing production volume with existing production capacities, including improving the efficiency of the work stations and technical reequipment of the production operation. Priority should be given to the allocation of equipment and resources for improving the efficiency of the work stations and for the technical reequipment of the production operation. It is expedient to consider the level at which production capacities are used and the dynamics of the output-capital ratio for establishing norms for creating the funds for material incentives, social and cultural measures, and housing construction.

The system which is being adopted will make it possible to improve the quality and the validation of the planning work. The results of certification of the work stations and steps planned for improving their efficiency can serve as the basis for defining long-range and current planned assignments for production volume and growth of labor productivity, for establishing ceilings on personnel numbers and for working out social development plans.

Based on the certification and improved efficiency of the work stations, the local soviets of people's deputies will be able to set well-based ceilings on personnel numbers for associations and enterprises located within their territory, define the most efficient ways to employ individuals with limited ability to work, pensioners and women with children, perform job-placement services for secondary school graduates, upper-grade students and students of higher educational institutions desiring to work in their free time, and so forth.

The systematic development of the system for certifying and improving the efficiency of work stations should, in the future, lay the organizational and economic foundation for the planned removal from use of obsolete production operations and enterprises whose technical reequipment or reconstruction is economically unfeasible, simultaneously redistributing their production program among other enterprises outfitted with modern and highly productive equipment. This will make it possible to develop an interest in the effective and timely adoption of new equipment and technology in the labor collectives and will help to raise the technical level of the nation's production capability.

In order to increase the authority of the associations and enterprises with respect to resolving production and social questions, it will be necessary to create the necessary economic conditions for the realization of that authority. In our opinion, this will be impossible without systematic consolidation of the associations and enterprises. Production concentration, in turn, is the crucial requisite for raising the level of centralized management of the national economy. Almost half of the enterprises in the industry (22,000), however, have a work force of less than 200 people. Labor productivity at most of these enterprises is 20-25 percent less than at the large enterprises. The same situation exists in other sectors of the national economy.

The existence of a large number of small, frequently inefficient enterprises is due primarily to the fact that the existing methods for consolidating enterprises and organizations are primarily administrative and do not create efficacious incentives

to concentrate production in the labor collectives. It is therefore essential to increase the material incentive of the labor collectives to adopt economical and effective organizational structures. It would be expedient to universally introduce the planning of the numbers of directors, engineering and technical personnel and white-collar workers, and their wage fund on the basis of progressive rates, lowered by the year, per 1 million rubles worth of product turned out or work performed. This would promote the establishment of efficient organizational structures and the freeing of excess numbers of engineers, technicians and administrative personnel.

The reorganization on the basis of intensive management methods and the extensive development of the progressive forms of collective labor create the essential requisites for and at the same time, require the elimination of an equalization trend among both individual workers and the labor collectives as a whole. Improvement of the setting of labor quotas and the organization of wages are the most important directions for overcoming the equalization trend.

Effective control over the measure of work and payment for it, and implementation of the law of distribution according to work depend to a crucial degree upon the situation with respect to the setting of output quotas. In order to correct the shortcomings existing in this area, we must implement an extensive system of measures embracing the system for establishing and reviewing the norms, controlling their quality and providing incentives in accordance with validated norms and quotas. First of all, we should provide for the development and the most extensive employment of consolidated, comprehensive quotas for end result (finished product, production assembly, unit-per-brigade and so forth), which would serve as the basis for planning labor productivity, determining personnel numbers and forming the wage fund for brigades and larger structural subdivisions. These norms should be established on the basis of progressive inter-branch and branch standards for labor outlays, which will assure that they are of equal intensiveness.

In order to maintain a high quality for the setting of labor quotas in the process of certifying the work stations, it is essential to verify existing output (or time) norms and servicing quotas for conformity to the level achieved for the equipment and technology, production and labor organization. Obsolete norms must be reviewed by the established procedure, based on the verification results. After improving the efficiency of the work stations, the labor norms should be established in accordance with the technical and organizational level achieved for branch and inter-branch standards.

The effect of the fixing of output/time norms on the growth of labor productivity can be intensified when the labor collectives and each worker have an interest in this. During the period between certifications of work stations, quotas and rates should therefore not be reviewed when the labor-intensiveness of the work is reduced as a result of the employment of new labor methods and advanced know-how at the initiative of the workers and brigades themselves, the improvement of the work stations through their own efforts or the improvement of their job skills.

The elimination of the equalization trend in wages as applicable to labor collectives at all levels--from the brigade to the enterprise as a whole--depends to a crucial degree upon improved planning of the wage funds.

1 Предприя- тие	2 Объем выпускаемой продукции			6 Норматив прирост. фонда зарботной платы на 1% прироста объема произ- водства	7 Фонд заработной платы			8 Доля фонда зарбот- ной платы в объеме продукции, %		
	3 базовый, тыс. руб	4 плановый, тыс. руб	5 прирост, %		3 базовый, тыс. руб	4 плановый, тыс. руб	5 прирост, %	9 базовая	5 в при- росте	10 плановая
А	100	110	10	0,3	20	20,60	3,0	20	6	18,7
Б	100	101	1	0,3	20	20,06	0,3	20	6	19,9

1. Enterprise
2. Production volume
3. Base, in thous. of rubles
4. Planned, in thous. of rubles
5. Growth, in %
6. Normative growth of wage fund per % growth in production volume
7. Wage fund
8. Ratio of wage fund to production volume, in %
9. Base
10. Planned

The terms of the experiment call for forming the wage fund on the basis of normed rates of growth for the wage fund for each percentage of growth in total production volume, wage rates per unit of output in physical terms, and wage rates per ruble's worth of output. At the present time, however, all of the industrial ministries operating under the terms of the experiment apply only the growth rate norm, which, in our opinion, can have certain negative consequences. The use of the growth-rate method of planning, for example, leaves the absolute bulk of the wage fund (the so-called base fund) outside the sphere of state regulation, although it should be systematically reduced, since growth of labor productivity consists in reducing labor outlays, with a corresponding reduction in wages, per unit of output. The use of the growth-rate norm does not give the workers of rapidly developing enterprises an incentive to increase production volumes, since the higher the rate of this growth, the more the amount of wages per unit of output is reduced.

Rapidly developing enterprises are in a worse situation than those which have relatively low growth rates for production volumes. This is confirmed by the hypothetical example given in the table.

Planning based on the growth-rate norm does not fully provide for unity of planning or assessment of the work and the material incentive system at all levels of production. This planning method cannot be employed at the level of sections and shops, where the wage fund is established for the entire volume of output.

In our opinion, it is expedient to plan the wage fund for both the associations and enterprises as a whole and their structural subdivisions on the basis of long-term, progressive rates, reduced by the year, for the entire volume of output. This rate should obviously be determined on the basis of the labor-intensiveness and the complexity of the jobs performed and be consistent with the assignments for reducing the labor-intensiveness of the product and for achieving the rated labor-intensiveness of new machinery, equipment and other products, as well as construction projects. In view of the fact that labor-intensiveness for the production of similar products differs significantly among the enterprises and associations, it is expedient to establish group rates with a view to bringing the lagging enterprises up to the level of the average, and the average up to the level of those out front.

We should make a comparative study of the advantages and the shortcomings of various methods for planning the wage fund in the course of the large-scale experiment by testing them at enterprises with a similar range of production and a similar technical level under a number of different ministries.

The procedure for introducing new wage rates and positional salaries must be modified to enhance the stimulative role of wages. The establishment of new wage terms was previously not dependent upon the results of the economic performance of the enterprises and organizations, but were effected practically entirely with significant centralized funds from the State Budget. This approach does not promote production intensification. In order to use the rate system as an effective incentive to enhance production effectiveness, new rates and salaries must be established within the limits of the wage fund planned for the ministries and departments, associations and enterprises. Furthermore, the associations and enterprises should derive the necessary funds primarily by introducing the achievements of scientific and technical progress, improving the organization of labor, strengthening order and discipline, perfecting the administrative structure, releasing excess personnel,

eliminating various types of additions to wages and taking other steps to increase labor productivity. This procedure will give the enterprises an incentive to discover internal reserves.

The wage organization system must also be improved. One of the important ways to accomplish this is to create conditions providing equal opportunity for all categories of workers to increase their wages in accordance with their labor contribution to the development of production and the enhancement of its effectiveness.

At the present time, the wages of individual categories of workers are not equally dependent upon the effectiveness of their labor. This is due to differences in the methods used for generating the wages for different categories of personnel: a significant portion of the wages of piece-rate workers consists of extra earnings and bonuses, whereas engineering and technical personnel and time-rate workers do not have these extra earnings. Correlations established in the wages for individual categories of workers--engineering and technical personnel and blue-collar workers, for example--established when the rates and salaries are introduced, are not retained as a result.

In order to eliminate this shortcoming, unified principles should be worked out for organizing the wages of all categories of personnel. The wages of time-rate workers, engineering and technical personnel and blue-collar workers should be increased by increasing the volume of work performed and by reviewing the norms governing personnel numbers and the servicing quotas. The saving in wages, compared with those specified by the standards, obtained by concentrating and consolidating certain subdivisions and enterprises and by systematically perfecting the organizational structures should also be left at the disposal of the enterprises to be paid by them to the above categories of workers in the form of extra earnings.

Increasing the funds for social and cultural measures and for housing construction as production effectiveness grows is an important means of overcoming the equalization trend among the labor collectives. It is a cost-effective method of realizing the collective economic interest.

The expansion and more efficient use of these funds will provide the economic basis for increasing the efforts of the labor collectives to provide for their workers and the workers' families. In the situation in which the vast majority of workers have achieved an adequately high level of satisfaction of their vital material needs, the social and economic, social and consumer service needs are moving to the fore in the system of factors motivating them to work: interesting and meaningful work, housing, access to cultural benefits, health protection and so forth.

The creation of large associations, enterprises and organizations with thousands and frequently, tens of thousands, of workers, the strengthening of their economic situation and the possibility of developing the social infrastructure themselves are now making it possible to make the improvement of social, housing and consumer service conditions for the worker directly dependent upon the collective achievements and the labor contribution made by each worker. The terms of the large-scale experiment specify that the funds for housing construction, social and cultural measures must be the main sources for satisfying the social and consumer service needs of the workers and their families. This will make it possible to give each

worker an interest in achieving good results from the collective labor, to activate new and powerful social and economic stimuli, to develop in the workers a sense of participating in the affairs of the entire collective and pride in their plant (organization), and to establish stable labor collectives.

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## LABOR

### PRAVDA EDITORIAL ON PRODUCTION DISCIPLINE

PM01621 Moscow PRAVDA in Russian 28 Jun 85 First Edition p 1

[Editorial: "Strengthening Order in Production"]

[Text] A substantial acceleration of the rate of socioeconomic development, it was noted at the CPSU Central Committee conference on questions of accelerating scientific and technical progress, requires the more rapid retooling of production and the use of the latest machinery and technology on a mass scale, which will make it possible to radically improve labor productivity. At the same time we can and must ensure an increase in growth rates by imposing order and increasing labor, technological, and state discipline.

Leading collectives are stepping up work to impose exemplary labor order and discipline. The Magnitka steel smelters recently held days of highly organized labor in a number of shops. For this purpose they carried out explanatory work with people, established smooth supplies of everything the units needed, and organized labor without loss of time for a whole shift. And? Magnitka's third open-hearth shop produced nearly 4,000 tons of additional steel in a day, exceeding the plan target by 36 percent. There were good results in other shops too. The only conclusion is that such days must not be episodic, and highly organized work must become the everyday norm.

Or take this example from the practice of work by enterprises in power machine building. In January-June, compared with the same period last year, labor productivity in the sector increased nearly 50 percent more rapidly than planned. What gave rise to this? To a considerable extent, the ministry's high exactingness toward the leaders of associations and enterprises, strict observance of state and technological discipline, and the use of technical progress, which yields a high return only where production is well organized.

Collective forms of labor organization and incentives help to impose exemplary order in production. People in a team working to a single contract have a direct interest in ensuring that everyone works all out for the entire shift. One person's laxity affects everyone's wages. And responsibility toward your comrades in labor is a very strict responsibility. Leading collectives make increasingly wide use of team

financial autonomy, and the plant plan is broken down to team level. This is done, for instance, at the Odessa Kislodromash science-and-production association and in a number of other collectives.

At many enterprises and construction sites losses of work time are still great. Thus losses within shifts alone amount to 8-9 percent of working time in construction. This is equivalent to around half a million people being absent every day in construction and installation work. In addition to this more than 7 percent of work time is "eaten up" by concealed losses caused by nonproductive labor due to violations of techniques, errors in blueprints, and various foulups at the projects. Not all collectives strictly observe the rules of internal labor order. All kinds of meetings, conferences, rallies, and "exchanges" of experience are not infrequently held in working time. It is necessary decisively to renounce this practice and save every working minute not in words, but in practice.

Production suffers major losses because of absenteeism for various reasons, including drunkenness. At a number of enterprises of the USSR Ministry of Ferrous Metallurgy and the Ministry of the Petroleum Industry as well as at construction sites in Krasnoyarsk Kray, labor productivity is growing more slowly than it might—here too absenteeism has its effect. Certain leaders retrospectively record some workers' nonappearance at work as leave with the administration's permission. Commiving with absentees can only do harm.

The system of material and moral incentives must be directed toward strengthening labor and technological discipline. In accordance with the law, at associations, enterprises, and construction sites, persistent absentees and drunkards have their leave reduced by the number of days lost through their fault, violators of labor discipline are transferred to low-paid work, and they are deprived of bonuses. This must be put into practice everywhere.

Life sets major tasks for every economic leader. Those who fail to adopt measures to strengthen order and discipline or to organize reliable accounting of losses of time must also be deprived of bonuses for the basic results of work. If a leader is unable or unwilling to ensure proper discipline in the sector in his charge, this means he is not coping with his duties.

Hiccups in the production rhythm are not infrequently caused by the incorrect distribution of the annual target over the quarters and months. An excessively large share is transferred to the last quarter, or even to December. The trusts of the USSR Ministry of Heavy and Transport Construction and other construction ministries, for instance, suffer from this. At a number of industrial enterprises half the monthly plan is carried out in the last 10 days of the month. This unsuitable practice must be stopped, along with last-minute spurts and overtime, and ultimately we should work more efficiently and ensure high quality output.

To ensure smooth work it is important not to let down associated enterprises, but to fulfill their orders in full and on time. It is time for the limit on the percentage of deliveries disrupted to be abolished. In its time, its introduction was justified. Now that 26 industrial ministries are working under the experimental conditions and the machinery of relations among them is better organized, the limit on the percentage of deliveries disrupted is an anachronism. Orders must be 100 percent fulfilled. In order to strengthen delivery discipline, no sector or enterprise should be released from fines for failing to fulfill orders.

It is possible to sharply reduce losses of working time by means of the regular holding of health events in production. Plant "health shops" should be further developed, physical culture and sports should be encouraged, and the working people's leave and leisure should be skillfully organized. Order must also be imposed in the issuing of certificates of temporary unfitness for work, and cases where someone who is drunk has a sick note must be eliminated.

Party, soviet, trade union, and komsomol organizations are called upon to constantly bear in mind questions of strengthening order in production and to rely more extensively in this work on labor collectives and people's opinions and initiative. Here the communists, above all, are called upon to set an example. They must lead the rest.

The all-around strengthening of order at all levels of production will help to ensure the most successful completion of targets for this year and the 11th 5-year Plan as a whole and a fitting greeting for the 27th CPSU Congress.

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## LABOR

### PRAVDA EDITORIAL URGES BETTER USE OF WORKING TIME

Moscow PRAVDA in Russian 22 May 85 p 1

[Editorial: "Conserve Every Working Minute"]

[Text] Intensification of the economy is the principal direction being followed in further developing the country's productive forces. And here it is very important to fully utilize all intensive factors, and, above all, a thrifty attitude toward working time. Experience in organizing labor at the leading enterprises of Moscow, Leningrad, Sverdlovsk, Ivanovo, and other cities testifies to the fact that where emphasis is placed on the economical utilization of working time, as a rule, steady achievements and a higher labor productivity are attained, while other resources are used more fully and thriftily.

Reserves of working time are still far from being exhausted. In order to put them into operation fast and effectively, it is necessary to improve the methods of organizing and administering production, to create a favorable creative climate, and to mechanize onerous manual operations more rapidly. For example, the certification and optimalization of the work places at the Dnepropetrovsk Combine Plant imeni K. Ye. Voroshilov has lightened the labor and increased its productivity, while every hour of working time has begun to be utilized more fully. The personal example of the manager also signifies a great deal. If the chief of a shop or section or a foreman fails to show an example of operational efficiency and precise care in his work, then it is difficult to expect a thrifty attitude toward working time on the part of his subordinates.

Group forms of organizing work and providing incentives for it have allowed us to significantly reduce the intra-shift losses of working time, to consolidate it, and to increase smoothness in labor. These achievements can be developed if we deepen the cost-accounting attitudes within the primary cells of production and equip all the workers with solid economic skills. Such training has been set up well, for example, at the Solikamsk Paper-and-Pulp Combine. This group's experience with regard to the economical utilization of wood raw material, fuel-energy, and other resources has been approved by the CPSU Central Committee. During four years of the present five-year plan the Solikamsk workers produced 1.6 billion square meters of paper from conserved raw material; moreover, they conserved 62.7 million kW-hours of electric power. And, of course, the conservation of material resources also leads to economies in working time.

Nevertheless, losses of working time in the national economy because of latenesses, unauthorized absences, and leaves with administrative permission did increase last year. As was previously the case, they were great in the construction sub-divisions, in motor-vehicle and railroad transport, as well as the coal industry. Drunkenness is often the cause of such losses, the lowering of labor productivity and its quality. That is why the struggle against alcoholism must be combined more closely with a complex of other measures, directed at strengthening good organization, discipline, and order.

We must more actively introduce the experience of the leading groups, where they know how to conserve every working minute, make broader use of the rights granted by the laws of the USSR to labor groups, skillfully combine moral and material incentives. And those enterprises are proceeding correctly where the managers do not stint on kind words addressed to those who serve as models of a conscientious attitude toward labor, toward precisely performing one's duties. On the other hand, they draw attention not merely to latenesses or unauthorized absences but also take aim at those who like lengthy tea-breaks or those who are inclined to do their own personal handiwork during working time.

The most important means of optimally utilizing working time was and remains the scientific organization of labor, firm technological discipline, and the uninterrupted delivery of material and technical supplies. Of course, we must not forget, in this connection, the fact that lying at the foundation of any type of production discipline are the self-discipline of the laborer and his personal responsibility for the task entrusted to him.

It is precisely such an approach which comprises the foundation of instilling discipline at the Kaluga Radio-Tube Plant. A flexible schedule of working time has assisted the group in conserving many thousands of man-hours which had formerly been lost due to unauthorized absences and latenesses. The flexible schedule also entails great conveniences for the laborers themselves, allowing them to better evaluate and more rationally dispose of both their working and their personal time.

The party, trade-union, and Komsomol organizations of enterprises and associations have been called upon to decisively oppose rush work and idle times, as well as the uncontrolled use of overtime work. Smooth work provides not only convenience for people but also a high yield from each minute. This will aid the group in carrying out the agreements to deliver items in accordance with the complete products list and within the strictly designated deadlines, as well as in shipping out and delivering goods on time, along with paying out bills accurately.

In setting things in good order on the production line there are no details too small. Everything is important here. And particularly the initiative of the workers themselves. For example, at the Don Mechanical Plant in Tula Oblast the group expressed itself in opposition to holding various sessions and conferences during working time. It was supported by the directorship and the partkom. And in the Don Party Gorkom a rule such as the following has been approved: Communists should not be called away from work for various kinds of discussions and conferences, while the committee members themselves should study the actual state of affairs more profoundly in the localities.

At the same time it is important to reinforce the instituting of order on the production line by the optimal organization of the social-everyday infrastructure. There was a time when the drivers of urban transport in Perm and other cities used to compete among each for saving the time of passengers, in getting them to their work places and back in good time. Why not revive this fine tradition? A great deal for economizing on working time could be provided by a more precise coordination between the hours of operation of municipal services, trade enterprises and public-dining establishments, as well as those providing health care.

Party, soviet, trade-union, and Komsomol organizations, along with economic managers in the localities must steadily and consistently achieve the implementation of the principal positions of the April (1985) Plenum of the CPSU Central Committee, directed at strengthening discipline, legality, and order in all spheres of society's life. This is a matter for everyone, and, above all, for the Communists. A thrifty attitude toward each working minute will permit us to conclude the five-year plan in a worthy manner and to greet the 27th CPSU Congress with new successes.

2384

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LABOR

UTILIZATION OF 'HOME WORKERS' URGED TO INCREASE LABOR FORCE

Moscow IZVESTIYA in Russian 1 Jun 85 p 2

[Article by S. Troyan, IZVESTIYA correspondent, Zaporozhye: "Home Workshop Production" under the rubric: "Attention: Experience"]

[Text] Home work is capable of returning thousands of urban and rural residents to an active life of work. How should working at home best be developed?

To start with--and for clarity--a few statistics: more than 300,000 retired people and invalids live in Zaporozhye Oblast. Only one in three continues to work at enterprises or organizations. There are also more than 16,000 women not employed in social production, of whom two-thirds have minor children.

Thus, if one were to suppose that of all the 200,000 people who have earned their retirement, only one in ten would agree to work--their state of health and certain organizational conditions permitting--it becomes clear what a huge labor reserve there is in the oblast. To this number one can confidently add in a good half of the aforementioned 16,000 representatives of the fair sex.

"In addition to this, one could recruit for work a minimum of 30-35,000 pairs of very skillful hands," concluded T. Yegorova, senior economist at the Obispolkom Department for Utilization of Labor Reserves.

And now let us contrast this figure with another: in the Ukraine there are 35,000 home workers--workers, as the dictionary explains, who carry out work assigned to them by an enterprise, or who work for a home cooperative. It turns out that in one oblast of average population alone, there are enough home workers who wish to work, as there presently are working in the entire republic.

For now the only home labor combine for domestic services in the Ukraine is operating in Zaporozhye. It was set up as an experiment, but over a period of several years convincingly proved its need to exist.

For all these years the enterprise has been headed by T.M. Artyukhova. "We had to start from zero, as they say," says Tatyana Mikhaylovna. "We had neither the people, nor the accommodations, nor transportation. I went

into the personnel department at the Indposhiv [disabled persons' garment-making and mending] factory, of my former garment-making association. There I took down the names and addresses of experienced seamstresses who had recently retired. I went around to their homes and tried to persuade them. "Of course it's not easy for you to work on the production line," I would say. "But you can surely sew light articles for a few hours a day and do it at home." Many agreed with me. They allocated several sewing and knitting machines to us, and gave us waste yarn. In the professional lexicon they are known by the term "short ends"; among ourselves they are called "snarls". And so we started to untangle these remnants--both those from tangled yarn and those no less knotty problems which arose in connection with setting up the new enterprise. As a rule they now give us good yarn. But, unfortunately, there are still plenty of organizational "snarls".

And what do the home workers themselves think about their business?

V. Mayboroda: "I live in Khortitskiy, a new microregion. There are not yet many enterprises here which need female employees. But even if there were such enterprises, I'm sure that not every one of us, mothers with many children, would consent to the work regime they would offer. I have three daughters and four sons--the oldest is ten. For me, a home labor combine is just the thing. I manage to find six hours a day to work at my "Neva" knitting machine. And there is still another plus: the children now do not only see me in the kitchen, and are happy to help me with my work."

I. Urban: "Several years ago I was forced to give up my profession as a construction worker for reasons of health. I used to sit at the window in my wheelchair and stare out on the street... But last year I learned of a special combine which was operating in the city. And I decided to master the profession of knitting. I received my lessons right in my own apartment and now I am making children's articles--and not badly if I do say so myself. Twice a month they bring me yarn and pick up the finished products. I work four hours every day, and my life has become much more interesting than it was."

Ye. Koroleva: "I couldn't get used to being idle. During the war I was a nurse, and was discharged with the rank of senior lieutenant. The entire collective of the medical section at the "Motorostroitel" Association saw me off when I retired. I've never been especially good with my hands, but I became a home worker, and I've learned to sew. I've come to like it. And the 70-80 rubles per month is a nice addition to my pension."

Marina N.: "I got a job at the home labor combine after being dismissed from another job, and after a long break. The reason? My son is one of those adolescents they call 'difficult'. I'm very happy to be returning to a life of work. I've managed to put my lad on the right path; after all, I really never let my eyes off him. And what's more, our combine helps its workers repair their living quarters, and provides trips to sanatoria and rest homes."

The Zaporozhye Home Labor Combine employs just under 600 people. There are work positions for 350 skilled workers at their apartments. Another 200 people work right in the shops, workshops and sections of the enterprise.

Some of these cut out materials or do the finishing work on articles sewn at home; others distribute raw materials and supplies to the homes, and pick up the finished products; the concern of a third group is to sell the manufactured goods. Fifty people are white collar workers or engineering and technical workers. As the practical experience of the Zaporozhye people has shown, working at home is one of the most flexible and efficient forms of increasing output of consumer goods. The "conveyers" of such enterprises can be easily changed and can be assigned to produce fashionable articles. And developing home labor does not require significant capital investments. The profitability of production at the Zaporozhye combine has increased over a six-year period from 8.5 to 40-plus per cent. During this time the enterprise has received over two million rubles in profits.

And still, working at home is developing at a slow rate. One example: It had been supposed that by 1981 about a thousand people would be working at the combine. It's already 1985, and they, the home workers, don't amount to much more than half that number. But why?

There are several reasons for this. First of all the enterprise is unable to furnish all its potential seamstresses with machines of the "Chayka" type, with electrical attachments, nor the knitters with machines of the "Neva" or "Severyanka" type. The workers are forced either to wait or to purchase their own machines. Secondly, the supply of spare parts for these simple machines is terrible.

Transportation has a special role in working with home workers. But in spite of the demands of the government of the republic, Gosplan UkSSR, Gossnab, and the ministries and departments are in no hurry to supply the specialized enterprises with light trucks. As, for example, with raw materials and supplies.

"In my opinion," the Senior Inspector of UkSSR Goskomtrud [State Committee for Labor and Social Problems], N. Ruban, said to me, "the rights of the home labor combine are unjustifiably limited. Over a six-year period, out of a net income of two million rubles, only 110,000 rubles have been authorized for developing production. Does it cost so much to withdraw funds from an enterprise which is only beginning to stand on its own feet?! I am firmly convinced that if Minbyt [Ministry of Consumer Services] UkSSR would take a somewhat different approach to this important matter, the collective of the Zaporozhye combine would grow significantly, and there would already be other such enterprises in other oblast centers..."

The problem of selling the products is still quite complicated. Whereas an enterprise of local industry which also employs home workers has no such problems, because they have a partner--trade, the home workers must not only make the article, but must also sell it themselves. The Zaporozhye home labor combine used to have several trade points near the "busy places" in town, but the administrators of the department stores and major stores saw them as their competitors and asked them to "clear out of the territory".

"We have several stalls at the markets," says Chief Cashier N. Prus, "but the militia does not allow us to trade there."

The home workers do not need tents and stalls; they need their own company store.

From all of this it is clear that there are many "trifles" in the status of the home labor combines which have not been thought out completely. There are still quite a few organizational "snarls" here. One would think it's time to put an end to them, in order to assist the development of a useful business.

9006

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## ROUNDTABLE ON COOPERATION BETWEEN SCHOOLS, INDUSTRY

Moscow SELSKAYA ZHIZN in Russian 25 Apr 85 p 3

[Article by G. Piskarev: "The School and Industry: Unity of Action"]

[Text] It was stated at the April (1985) Plenum of the CPSU Central Committee: "We have begun a school reform, whose importance to our country's future it would be hard to overestimate. What is called for now is to proceed, not routinely but substantively, to the tasks assigned, and to make major improvements in the instruction and indoctrination of the rising generations and in their training for socially useful labor." Further strengthening the links between school and industry is recognized as one of the most important provisions of the reform. Enterprises, and in the countryside, kolkhozes and sovkhozes, are the long-time partners of pedagogical collectives. But the reform has, so to speak, helped them to open up to each other anew, and to cast light on their common cause from new angles. If the partners have made joyful discoveries, there have also been difficulties and claims on both sides. Some advances have been made that have not yet been closely looked at. To discuss the nature of present-day interrelationships between basic enterprise and school, and more clearly define their activities the editors called together representatives of the ministries and departments concerned, directors of industries and schools, and specialists.

Participating in the roundtable were: Yuriy Petrovich Averichev, chief of the Administration of Labor and Vocational Training of the General Education Schools of the USSR Ministry of Education; Sergey Makarovich Aleshin, deputy chief of the Administration of the Financing of Culture and Health of the USSR Ministry of Finance; Anatoliy Ivanovich Volgin, chairman of the Moscow Oblast Committee of People's Control; Sergey Timofeyevich Guryanov, professor at MGU /Moscow State University/; Robert Iosifovich Dylba, chairman of the Latvian kolkhoz Taurene; Boris Aleksandrovich Maksimov, chief of the Administration for Training the Cadres of Mass Professions of the USSR Ministry of Agriculture; Ivan Vasilyevich Salygin, director of the Smolensk Mankovo Sovkhoz; Viktor Vasilyevich Simonov, chairman of the council of the Novgorod RAPO [rayon agro-industrial association] of Kirovograd Oblast; and Nikolay Yefimovich Strelets, director of Ramon Secondary School No. 1 of Voronezh Oblast.

## THE BASE OF POLYTECHNIC EDUCATION

"One of the main tasks of the school reform, which the party has called an integral part of perfecting developed socialism, is radical improvement in labor indoctrination and instruction, in the vocational guidance of youth and in training them for labor under the conditions of the scientific and technical revolution," said Yu. P. Averichev. "This literally involves everyone, and especially labor collectives. Where previously relations between schools and industry were what could be called voluntary in nature, they have now become a matter of obligation. Kolkhozes and sovkhoses are not merely patrons of schools, helping them and cooperating with them, but as basic enterprises they must be on a good footing to provide labor instruction and indoctrination to students.

"Industry and schools have built up quite a rich experience of interaction. There are training-production brigades that have been operating for many years in the fields of kolkhozes and sovkhoses. Even before the reform, 23,000 rural schools were teaching young people about tractors and the fundamentals of agricultural technology and animal husbandry.

"So what is the difference between then and now? Namely, that productive labor and vocational training have become obligatory, universal and permanent, and provided with an instructional plan. This calls mainly for a material base, which many schools do not yet have. The well known decree of the CPSU Central Committee and the USSR Council of Ministers dated 12 April 1984 on 'Improving the Labor Indoctrination, Instruction and Vocational Guidance of Students, and Organizing Socially Useful Productive Work for Them' has solved these problems. It precisely and clearly outlines the obligations of basic enterprises to set up the following at schools, UPK [industrial training centers], and right in industries, with the status of structural subunits: training units, plots, workshops, permanent work and rest camps, and field stations, and also to set up separate workplaces, allocate the necessary equipment and materials, and provide technical and economic support for these subunits.

"The schools in turn, are undertaking the pedagogical direction of vocational training.

"Reform has thus made an important statement: school and basic enterprise have a common responsibility."

"To be sure, the time has come for especially close cooperation between school and industry," said B. A. Maksimov, USSR minister of agriculture. "More than 34,000 kolkhozes and sovkhoses, in their capacity as bases, have established links with schools. There have been set up more than 30,000 training-production rooms and school workshops, as well as classes on tractors and trucks and the fundamentals of agricultural technology and animal husbandry. Practically all rural schools have introduced intensified labor instruction for their upperclassmen. More than 700,000 instructional workplaces have been set up for these purposes. Where the training brigade used

zation and automation, and of strict labor organization and discipline, keeping in mind that the level of today's production determines the level of the worker of the future."

"That's true. It is very important how we deal with the younger generation," stressed I. V. Salygin. "It must be admitted that, while we encourage the young to stay in their native villages, we sometimes offer them unattractive work that does not match their knowledge, and training that harkens back to our own times."

#### THE STUDENT'S WORKPLACE

"Let's consider the students' labor training," proposed R. I. Dylba. "No matter how hard it is to acknowledge it, far from all of our general education schools are making it possible for children to work on their own. The training-production brigade is the exception. Therefore, in the interests of more rational labor training for upperclassmen we are suggesting that as an experiment deviations be allowed from the training plan — eight work hours per week concentrated in four successive work days. With the existing system time is lost on giving directions and issuing tools and materials. In a word, you could lose a day. Setting up workplaces will eliminate many of these problems. Unfortunately this method is not yet widely known."

"Our experience may be of interest to you," commented school director N. Ye. Strelets. "We have 218 youngsters studying in the 8th to the 10th classes in our school. Jointly with the management of the Ramonskaya Poultry Plant we arranged for them to perform regular productive labor in the enterprise's workshops and sections. This turned out to be no easy matter. We had to carry out explanatory work with the upperclassmen and their parents and with the specialists and managers of workshops, sections and brigades, and to undertake a number of organizational steps."

"Following a jointly held conference attended by upperclassmen and poultry plant specialists, for one month, and on a schedule approved by the director of the basic enterprise and coordinated with the school, we familiarized the students with the rules of internal procedure, poultry processing and equipment, safety equipment, etc., after which the poultry plant management issued the order for the students to start work. Separate training workplaces were set up and furnished at that time. For the boys there were: three in the electrical shop, six in the mechanical equipment repair department, four in the packing department, and two in the department for the technical preparation of workshops. All the workplaces were supplied with the required tools and first-aid kits and clearly displayed signs on the organization and observance of the rules of operating safety. On the same procedure, workplaces were set up in the slaughter, broiler, and other workshops where the girls were employed."

"And so every day after classes, and in accordance with the schedule, the young people go to the basic enterprise. They are already well acquainted with their permanent workplaces and with their organizer-instructors, and on getting their specific assignments they begin organized work at 1400 hours, for a period of three to four hours."

to be in the field mainly for sowing and harvesting, it has now generally been converted to a yearround cycle. This makes it possible to show the students the entire manysided scope of the work, and for them to take a realistic approach to the choice of a specialty. There are now more than 48,000 training brigades with 3.2 million students operating in the country. A new statute on the training-production brigade will be published soon, which will confer on it the status of a structural subunit of a basic enterprise, and new school programs will be adopted that will define how best to organize and utilize time allotted for labor instruction and socially useful labor."

Joining the discussion, sovkhov director I. V. Salygin said: "As a sovkhov director, I still do not fully understand how a basic industry is to provide material support for labor training. Even today it is not unusual to have to do this by resorting to all kinds of finagling. For example, what funds are there for building or renovating schools, or how can facilities and equipment be turned over to them?"

"I can answer that," replied S. M. Aleshin, a representative of the USSR Ministry of Finance. "The Statute on the Basic Enterprise allows industry to turn over to a school at no cost facilities, implements and materials to furnish workshops, and laboratories and rooms for instruction, to charge the costs of building and equipping schools to above-plan earnings, and to spend for training during the school year a portion of the money allotted to the enterprise for capital overhaul and routine maintenance."

"That is all very well when a kolkhoz is profitable, rather than running at a loss, as ours is for example," stated R. I. Dylba, chairman of a kolkhoz. "The strong can easily purchase equipment. But what about a basic enterprise that is just getting by from hand to mouth?"

"Those industries may turn over to schools at no cost anything they have: machine tools, motors, implements, tools and materials for training workshops and rooms. The costs are written off by reducing authorized capital," explained S. M. Aleshin.

"But it is still difficult for economically weak industries to solve these problems, since they cannot get by without bank credits even to resolve matters related to their basic economic activities," said V. V. Simonov, chairman of a RAPO council. "What is needed here mostly is to direct funds to build up the material base by way of national education facilities, and to extend bank credits to kolkhozes and sovkhovs, naturally on the basis of planning and budget documents. I believe that central capital funds must be used for these purposes even by way of a rayon agro-industrial association."

"There is still room for more active cooperation with the school," A. I. Volgin, chairman of an oblast committee of people's control, added to the previous speaker. "Draft plans for the socioeconomic development of labor collectives are now being put together for the 12th Five-Year Plan. I think it would be proper to include a section in the draft to show the entire work of a labor collective to implement the school reform. It is obviously also necessary to improve the work of increasing the level of production, mechanization for a period of three to four hours

"Every workshop keeps individual records of all upperclassmen's labor contributions, which stimulates them to conscientious and productive labor, which, by the way, is paid. In the first three months of this year the young people have earned more than 3,000 rubles. And here is what they have accomplished. The boys alone have installed 600 lamps, made more than 150 electric coils, 1,000 metal feeders and more than 1,200 bins for meat products, and they have performed a number of other jobs required by the firm. There is another important matter. In three years the students will go through all 11 of the plant's workshops, thereby giving each of them a real choice of his future specialty.

"I would like to mention one more point. There is no shortage of personnel at the poultry plant. Nonetheless, the director, V. I. Denisov, has crammed his workers together to provide space for the students. And he acted very wisely. He is thinking of his firm's future. Under these conditions you can be sure that the youngsters will develop into real workers. I would say, moreover, that the presence of the youngsters also has a good effect on the adults by obliging them to act appropriately and work as they ought to."

#### PLANS FOR THE NEW FIVE-YEAR PLAN

"Nikolay Yefimovich has told us of a very interesting experiment," remarked Professor S. T. Guryanov. This experiment is good evidence of how important it is to construct the work of labor indoctrination sensibly and thoughtfully, and to put the interrelations between school and basic enterprise on a businesslike, and I would say, scientific foundation. If this were done everywhere and reliably we would not be experiencing any particular shortage of personnel for the mass professions. Because young people would then be choosing what they had already tried out. Research carried out by the philosophy department of the science faculties of MGU /Moscow State University/ shows that today a large number of students are bent on continuing their studies in higher educational institutions and going into the professions of artist, actor, theoretical physicist, etc. But society certainly does not need that number of artists...

"We have also carried out serious research on such topics as: how satisfied are graduates with their work, the degree to which it is mechanized, the organization of production, their pay, etc. And there is much more to be done here.

"As already mentioned, our country is now drawing up the plans for socio-economic development for the next five-year plan. It is very important to coordinate these plans in the context of the school reform and to set out the school program in the activities of enterprises, kolkhozes and sovkhozes. The school must have a direct role in formulating this. The time has also come for the schools to have their own plans. Five-year-plan activities will thus become a collective agreement, which, as we know, is the rule for industry."

/Soviet society and our government have assumed the responsibility to educate our country's young citizens and prepare them for life. The farsightedness of the school reform consists precisely of its aim to bring education as close as possible to labor indoctrination. And this must be done as early as possible, and not when "the son has outgrown his father's clothes." A man's character and his civic maturity are mainly molded by productive, collective and meaningful work and by money earned honestly and with his own hands. And much remains to be done at school and in the basic enterprise so that youth will grow in the understanding of work as the meaning of life./

12697

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LABOR

IMPORTANCE OF CERTIFICATION IN RAISING LABOR PRODUCTIVITY

Role of Certification in Intensification

Minsk NARODNOYE KHOZYAYSTVO BELORUSSII in Russian No 5, May 85 pp 18-20

[Article by A. Fomich, chairman of the Belorussian SSR State Committee for Labor: "Certification--a Step toward Intensification"; passages enclosed in slantlines printed in boldface]

[Text] The triumphant spring month of May is being greeted around the country. Just one-third of the final year of the five-year plan has passed, but the first results have already been tallied, and we have already started to work toward fulfilling the vigorous labor pledges honoring the 27th CPSU Congress. The republic's industry is meeting its plan quotas confidently, and agricultural workers are doing a good job of carrying out the sowing campaign, thus laying a solid foundation for the fall's harvest.

The past months were characterized by mass socialist competition for successful fulfillment of state plans and socialist obligations. The new heights that our republic is supposed to reach by the 12th Five-Year Plan begin, after all, with organization and discipline, a thrifty and economical approach to the consumption of raw materials, a campaign for high product quality, a search for reserves, extensive utilization of progressive methods, and introduction of new technology; they begin at every job site--wherever machine tools and furnaces are in operation, in the fields where grain is growing, and in scientists' laboratories.

/One of the most important directions in the competition is rational utilization of labor and increasing labor productivity./ In a speech at a republic-wide meeting of party, soviet, trade union, and Komsomol workers honoring the presentation of the Challenge Red Banner of the CPSU Central Committee, the USSR Council of Ministers, the All-Union Central Council of Trade Unions, and the Komsomol Central Committee to the Belorussian SSR, N. N. Slyun'kov, first secretary of the Belorussian Communist Party Central Committee, stressed that in our republic this task is becoming more and more urgent. In 1984 the increase in labor productivity accounted for 86 percent of the growth in industrial production. This is lower than the country's average. That means that we need to step up our work in this direction. And we do have a standard to match. Industry in the city of Minsk managed to increase output without increasing the number of industrial and production workers.

The capital of Belorussia, and the republic as a whole, were awarded the Challenge Red Banner of the CPSU Central Committee, the USSR Council of Ministers, the All-Union Central Council of Trade Unions, and the Komsomol Central Committee for achieving high indicators in the All-Union socialist competition and for successful fulfillment of the State Plan for Economic and Social Development in 1984. Through their labor results in the first quarter of this year the people of Minsk are proving that they are worthy of this high honor. There was a 5.6 percent increase in labor productivity in industry, while the plan called for a 4.1 percent increase. There was an increase in production output with a decrease in the number of workers. Sales exceeded the plan by more than 26.2 million rubles.

/The experience of labor collectives in Minsk and at other leading enterprises in the republic that are described in this issue should become a universal factor and an effective reserve in the campaign for certain fulfillment and over-fulfillment of the quotas of the annual plan and the five-year plan and for the creation of a reliable foundation for successful work in the next five-year plan. The demographic situation in the country is such that in coming years the entire increase in the national income for all practical purposes will have to come from increased labor productivity. For this reason it is important to make the most effective use of the existing production and technical potential, manpower, material, and financial resources, and the experience of the personnel.

The certification of job sites based on scientific organization of labor that is now being carried out in labor collectives, in addition to the work being done to rationalize and balance the number of job sites with respect to the availability of manpower, is helping more than anything else to increase the output from each hour of work time and from each piece of equipment. The method developed at the Dnepropetrovsk Combine Plant, which has been approved by the CPSU Central Committee, has already been applied at enterprises in various sectors of the republic's economy. Many labor collectives have achieved positive results using this method: the machine shift coefficient is rising, the capital-output ratio is improving, job sites that do not meet the demands of scientific organization of labor are being eliminated, along with surplus and obsolete machine tools and equipment.

/The authors of a number of the articles published here note that implementation of certification, like any new project, is running into considerable organizational problems./ These problems must be resolved effectively. The most important thing is that the workers themselves have a vital interest in job site certification. They are far from indifferent about the input of labor and effort that is used and the working conditions under which production quotas are met. The work that is being done will make it possible to improve product quality, raise production standards, and improve working conditions, it will help create a better psychological climate in collectives, and on the whole, it will open up opportunities for further increases in labor productivity in each job site.

Extensive job site certification and rationalization work is being carried out in the republic. During the course of this work comprehensive evaluations are

being made of the status of each job site and its working conditions, opportunities for increasing the output in job site are being sought, and human resources are being freed up. In the final analysis certification is a good way to increase over-all production efficiency.

As practice shows, however, a number of ministries and departments are not working energetically enough on this project. Some labor collectives have taken a perfunctory approach to this work, and in their race for high percentages they certify job sites that do not meet the necessary standards.

All certification work must be carried out in a more organized way, and an effort must be made to see that people take a conscientious, creative approach to this work.

In the 12th and 13th five-year plans some unfavorable conditions will develop in the republic with respect to providing national production with manpower resources. This problem can be solved only on the basis of a significant increase in labor productivity and more rational utilization of the work force. We can solve this problem using the job site certification system. The goal is to eliminate about 100,000 job sites at existing enterprises and organizations between 1985 and 1990.

It is common knowledge that we have a large surplus of job sites at the same time that we have a shortage of manpower. The gap between the actual number of people working and the staff charts leads to negative consequences, such as lower requirements with respect to the worker's skill level, discipline, and performance, less intense labor, and so on. Estimates have shown that if the job site surplus reaches 5 percent, the machine shift coefficient in industry drops 17 percent below the norm, the service zone drops 19 percent, labor intensity drops 20 percent, manpower turnover rises, equipment idle time doubles, and wages increase by 38 percent. If one considers that according to the available data, the job surplus in the first shift throughout USSR industry as a whole will reach 12 or more percent of the total, it is not difficult to imagine the immense loss this represents in the economy.

Job site certification essentially means determination of the organizational, technical, and economic characteristics of the job site, and on the basis of progressive decisions and norms, how the job site meets labor productivity requirements. What is fundamentally new about job site certification is that a comprehensive, all-round approach is taken to the evaluation of the job site on the basis of technical, manufacturing, organizational, economic, and social factors. The workers' general educational and vocational training level, their social and labor activity, the forms of labor organization, the status of labor norms, and other factors are taken into account. The final goal of certification is to identify superfluous and inefficient job sites, in addition to job sites that must undergo rationalization and modernization to raise their organizational, technical, and economic level--by introducing progressive solutions in the area of technology, manufacturing methods, labor organization, working conditions, and a maximum reduction in heavy and manual labor.

These measures promote specific work aimed at training personnel and improving their skills, and they make it possible to take actual production demands into

account more fully, which in turn helps make better use of the republic's labor potential. In addition, certification makes it possible to improve working conditions, identify those jobs that could be performed by retirees and disabled people, and to make more extensive use of shorter workday schedules, which would mean that additional manpower resources could be drawn into the national economy.

Job site certification must be carried out systematically in all the various structural subdivisions once a year, as a rule, at times established by the head of the enterprise. Experience shows that this work is usually carried out during the fourth quarter.

The primary characteristics, or directions, on which certification is focused are established in intersectorial and sectorial recommendations.

All the indicators that describe a given job site are evaluated on the basis of approved standards and intersectorial, sectorial, and progressive plant and factory norms. In the absence of norms, an experts' evaluation is used, in which it is necessary to take into account domestic and world achievements and the foremost experience that has been gained in the given sector.

An inventory of each job site is taken prior to the certification process.

A plant-wide commission, headed, as a rule, by the chief engineer, is created to conduct the inventory, certification, and rationalization of job sites in the given association or enterprise. Similar commissions are created in shops and other subdivisions.

Depending on the results of the certification process, the plantwide commission makes one of the following decisions: the job site meets progressive requirements; the job site must undergo rationalization; the given job site must be eliminated. If the decision is made to eliminate a particular job site, the commission also determines the expediency of creating another job site that meets contemporary requirements.

As experience shows, when thorough preparations have been made this process does not take very much time. At the Dnepropetrovsk Combine Plant certification is carried out simultaneously throughout the entire plant over the course of a week, which makes it possible to obtain data on the status of the plant as a whole, and each job site in particular, in a short period of time.

The results of the certification process are confirmed by the director of the enterprise.

How is certification being organized in the various sectors?

This work is being carried out especially energetically at enterprises under machine building ministries--the Minsk Tractor Plant, Belorussian-Minsk Motor Vehicle Plant, Mogilev Elevator Machinery, and "Atlantis" production associations, the Mogilev Construction Materials Machinery Plant, the Minsk Motorcycle and Bicycle Plant, and some enterprises in other sectors. The Minsk

Tractor Plant Production Association has gained a good deal of experience in certification. All the job sites in the "Atlantis" Production Association have undergone certification. Based on the certification results, 88 job sites are to be cut and 111 people freed up. Over 50 percent of the job sites at the Orsha Flax Combine, the Mogilev Flax-Weaving Factory, and the Gomel "Komintern" Sewing Production Association have gone through certification.

A great deal of organizational work is being done at many enterprises, including meetings in collectives, discussions, and the organization of classes to study the goals, tasks, and recommendations in normative and other documents on carrying out certification. For example, a 14-hour program of classes was held at the Baranovich Knitted Goods Factory on the organizational and methodological bases of certification.

There are many other positive examples of certification work that is being done. The Belorussian SSR Ministry of Local Industry stands out among the various ministries and departments because of its well-organized and efficient certification activities. This is the only ministry where certification work in 1984 was carried out on the basis of a plan. At the end of last year an inventory was made of the job sites at all the enterprises under the Ministry of the Construction Materials Industry and the Ministry of the Forestry Industry, and at 44 enterprises under the BSSR Ministry of Light Industry.

At the same time, a number of ministries and departments have been very slow to carry out the instructions of directive organs. In November and December 1984 alone the republic's Ministry of Installation and Special Construction Work, the State Committee for the Supply of Production Equipment for Agriculture, the Ministry of Light Industry, the Ministry of Rural Construction, and the Ministry of the Fruit and Vegetable Industry issued decisions regarding the organization of this work.

The Main Administration of the River Fleet, the Ministry of Motor Transport, the Ministry of Highway Construction and Maintenance, and the Ministry of the Fuel Industry have been delaying the development of sectorial recommendations, even though intersectorial recommendations confirmed by the BSSR State Committee for Labor were sent to them in August 1984.

A survey taken last year by the State Committee for Labor and the Belorussian Trade Unions Council of over 60 enterprises showed that at many of them the certification commissions are doing a poor job, and one out of six does not even have a plan. Over 20 percent of the enterprises surveyed had not initiated any work to take inventory of and certify the job sites; these included the Minsk Fine Cloth Association, the Slonim Winemaking Plant, the "Grodnenskiy" Fish Hatchery, the Vitebsk Meat Combine, the "Redkiy rog" Peat Enterprise, the Mogilev Veterinary Preparations Plant, enterprises under the Gomel Oblast Grain Products Administration of the BSSR Ministry of Procurement, the "Prothesis" Production Association, and many others.

As a result, one of the most labor-intensive operations, taking inventory of the job sites, has not been completed. This can lead to excessive haste and a perfunctory approach to this extremely important task. There are already examples of this. At the Belorussian Municipal Machinery Repair Plant under

the BSSR Ministry of Housing and Municipal Services, 126 of the 128 job sites inventoried have been certified in accordance with the standard requirements and progressive methods, all the jobs at the Bogushevsk Forestry Enterprise have been certified, along with 36 of 37 job sites at the Kalinkovich Forestry Enterprise and 39 of 40 at the Beshenkovichi enterprise.

Of the 537 and 149 job sites certified at the Gomel and Grodno meat combines, respectively, no superfluous job sites were identified, and no job sites were singled out in which modernization would be inefficient. The same situation occurred at the Mogilev Metalworking Production Association, 11 forestry enterprises, the Drogichin Tractor Repair Plant, the Dzerzhinsk Spare Parts Repair Experimental Plant, the Vileyka Repair Plant under the BSSR State Committee for the Supply of Production Equipment for Agriculture, and a number of other enterprises where the results of job site certification and rationalization do not call for personnel to be freed up and do not call for measures to increase the machine shift coefficient and utilization of equipment and to improve the capital-output ratio.

The experience of job site certification at Minsk Gas Treatment Plant No 11, the Minsk Motorcycle and Bicycle Plant, the "Atlantis," Minsk Tractor Plant, and Belorussian-Minsk Motor Vehicle Plant production associations, and other enterprises, shows that the number of job sites subject to elimination represents between 2 and 5 percent of the total. Some of them are replaced by other job sites that meet contemporary standards.

In a number of sectors certification work is being held up because enterprises do not have the necessary normative documents for certification, such as the All-Union State Standard, the Sectorial Standard, sanitary norms and regulations, norms for industrial planning, intersectorial and sectorial norms for labor input, and model plans for organization of labor.

Special emphasis should be placed on providing enterprises with model plans for the organization of labor which would make it possible to determine to a great extent the organizational level of individual and collective job sites. According to an appraisal made by the All-Union Scientific and Methodological Center for the Organization of Labor and Production Management under the USSR State Committee for Labor, practical model plans have been worked for all jobs. In actuality, however, a number of sectors and many enterprises are without such plans.

At the beginning of 1984 in the republic's industrial sectors only 38.4 percent of the job sites were organized according to model plans. At enterprises under the State Committee for Publishing Houses, Printing Plants, and the Book Trade, the Ministry of Communications, the Ministry of Local Industry, and the Ministry of the Construction Materials Industry between 30 and 40 percent of the job sites were covered by model plans; in the system of the Main Administration of the River Fleet this indicator was 3 percent, in the Ministry of the Fuel Industry, 7.1 percent, in the Ministry of Highway Construction and Maintenance, 7.2 percent, in the Ministry of Rural Construction, 10.3 percent, in the Ministry of Industrial Construction, 11.5 percent, in the Ministry of Motor Transport, 12 percent, and in the Ministry of Housing and Municipal Services, 13.5 percent. At enterprises under the BSSR Ministry of Consumer

Services 72.3 percent of the workers are covered by model plans for the organization of labor.

A lack of these documents leads to errors in certification. Job sites with poor lighting and cramped conditions receive a positive evaluation, and there are other shortcomings as well.

It should be pointed out that industrial centers, laboratories, and other scientific organizations involved in labor do not devote enough attention to the development of model plans; the majority of them refuse to do this sort of work and claim that national scientific research organizations should be responsible for the work.

On-site studies of operations showed that at many enterprises the collectives of shops, sections, and brigades are not included in the certification process, and one out of five of those surveyed are not holding the review-competition announced by the Belorussian Trade Unions Council, the BSSR State Committee for Labor, and republic councils of the Scientific and Technical Society and the All-Union Society of Inventors and Rationalizers for the best organization of job site certification. There are already cases in which shop commissions headed by shop foremen not only are not encouraging active work among the collectives, but are not providing objective reports on the state of affairs and are hiding available reserves. Labor collectives of shops and brigades must be drawn into this work so that every worker has an opportunity to analyze the convenience of his own work place and the section served by the brigade, and to study whether it is necessary to make extra movements during the course of his work and whether the necessary tools and equipment are always within reach. It is important for these and other issues to be discussed extensively in the collectives so that broad engineering support will contribute to their resolution.

/While giving a positive appraisal of the work being done at many enterprises and under certain ministries, one must also mention that throughout the republic as a whole the scale of the job site certification and rationalization process aimed at increasing production efficiency falls considerably short of the requirements outlined by directive organs. What needs to be done in order to complete certification at all enterprises by 1 July 1985? Ministries and departments must analyze the state of affairs in the various sectors as quickly as possible and outline a set of priority measures aimed at stepping up this work./

Ministries, departments, enterprises, and organizations must organize the work in such a way that job certification results in the following:

- Identification of work sites that do not correspond to the demands of advanced methods, progressive technical, industrial, and organizational solutions, standards, and social norms; rationalization of those sites and elimination of inefficient sites;

- Formation of a new type of brigade and an increase in operating efficiency; these brigades are to be enlarged, combined units and contract collectives that make maximum use of cost accounting principles;

- Broad introduction and prompt review of technically based norms;
- Implementation of measures aimed at systematic reduction of the labor-intensiveness of production;
- Reduction in the use of manual labor and heavy physical labor in particular and an increase in mechanization;
- Identification of jobs sites with unfavorable working conditions and implementation of measures to replace them or modernize them.

In the process of certification special attention must be given not only to setting up job sites in accordance with model plans for the organization of labor and contemporary technical, economic, sanitary, hygienic, and other standards, but also to making an objective evaluation of how the workers' skills correspond to the technical and economic characteristics of the job, including those jobs that have been rationalized and recently created. One should recall that standards and other normative materials that must be used in the certification and rationalization process should be reviewed regularly (at least once every 2-3 years). The development, compilation, and presentation of these methodological and normative materials are the responsibility of head scientific research and planning and design organizations and centers (laboratories) studying the scientific organization of labor that are also participating in the development of the Comprehensive "Intensification" Program.

The results of job certification and rationalization must form the foundation for all the work involved in the technical re-equipment of production, increasing the machine shift coefficient and the capital-output ratio, improving the management of manpower resources, the coordination of limits on personnel at associations and enterprises, and determining the most expedient ways to utilize the labor of individuals with limited working capacity, such as retirees and women with children, and providing jobs for secondary school graduates, individuals who are seeking temporary employment, pupils in the upper grades, and students in higher education institutions. In 1985 it is necessary to begin introducing the practice of planning and evaluating the balance of job sites and manpower resources.

It would be expedient for the BSSR State Planning Committee, ministries, departments, associations, and enterprises, when planning quotas for capital investments, to earmark funds for new construction and reconstruction only after all the possibilities for increasing production output at existing production capacities have been determined, taking into account rationalization of jobs and technical re-equipment of production.

With the aim of encouraging improvements in the use of existing production capacities and increasing the machine shift coefficient, bonuses for the development and implementation of measures aimed at rationalization of jobs on the basis of certification should also be awarded for the creation and introduction of new methods.

In order to ensure steady job certification work throughout the entire republic, commissions should be organized under oblast soviet executive committees and the Minsk City Soviet Executive Committee that would administer and monitor the certification and rationalization process. These commissions should be comprised of representatives of planning commissions, labor departments, oblast (and city) statistical administrations, leading enterprises, and scientific organizations.

Job placement for individuals who have been released from enterprises and organizations as a result of job certification and rationalization and technical re-equipment should be carried out only through job placement bureaus.

Base enterprises must be identified to carry out the mechanism for job site inventory, certification, rationalization, and planning in the various sectors. Base enterprises for the development and improvement of brigade forms of labor organization and labor incentives can serve as base enterprises in this endeavor.

It would also be useful to set up an exhibit at the BSSR 1985-1986 Exhibition of National Economic Achievements that would illustrate means and methods for leading collectives to achieve high final results in production and social development on the basis of job site certification and rationalization.

The decisions made at a republic meeting of party, soviet, trade union, and Komsomol workers and representatives of labor collectives state that this work needs to be done out not only in industry, but also in construction, transportation, agriculture, and in the nonproduction sphere. Several republic ministries have already begun this work. Those doing the most are the Ministry of Consumer Services, the Ministry of Communications, and the State Committee for Gas Supply. The necessary methodological and normative documents are being drawn up in the Ministry of Motor Transport, the Main Administration of the River Fleet, the State Committee for Material and Technical Supply, and the Ministry of Housing and Municipal Services. In the third quarter the republic's State Committee for Construction Affairs, the Ministry of Trade, and the Union of Consumers' Societies should complete their preparations for certification. The BSSR State Committee for Labor, the State Planning Committee, and the Trade Unions Council are also supposed to take additional measures to provide the methodological foundation for certification in all the sectors of the national economy and to include a wide range of workers in rationalization of job sites.

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### Certification Process in Latvia Detailed

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[Article by V. Chevachin, chairman of the Latvian SSR State Committee for Labor: "Job Site Certification--An Important Means of Increasing Production Efficiency"]

[Text] In the varied work that is being done to uncover and utilize reserves for increasing labor productivity, there are certain directions that lead to the desired effect in the shortest amount of time. One of these directions, which has a direct influence on increasing production efficiency, is the certification and rationalization of job sites.

The importance and timeliness of this work have been clearly outlined in the decree of the CPSU Central Committee on the work done by the collective of the Dnepropetrovsk Combine Plant imeni K. Ye. Voroshilov, which was published in November of last year. The decree states that improvement in the organization of production and labor on the basis of certification and rationalization of job sites is of great national economic importance, is an effective way to implement the course outlined by the 26th CPSU Congress and subsequent plenums of the CPSU Central Committee for increasing the efficiency of the economy, it will help draw workers into the management of production, and it will encourage workers to exercise more fully the rights granted to them in the USSR Law on Labor Collectives.

The experience of the workers at the Dnepropetrovsk plant and other enterprises in the country that followed their example, including some in our republic, has demonstrated that job site certification and rationalization is an organizational form that makes it possible to manage production more effectively, improve the utilization of fixed capital, increase production output with fewer workers, ensure the proper level of product quality, achieve a balance between job sites and manpower resources, and resolve important social issues.

If you were to ask the manager of an enterprise how many job sites there are at his enterprise, you would probably not get an answer right away. He would probably tell you how many people are employed there, what the wage fund is, and what the planned production output is. Not many managers could tell you how many job sites there are, what the job sites are like, and whether they meet current requirements. In this connection, it would be useful to take a look at just what is meant by the term "job site."

A job site is the primary unit of social production--the zone in which labor is performed that is determined by a given norm, and it is equipped with the necessary means to be used in the labor activity of one or several workers. It is important to remember that a job site is a dynamic entity. As organizational and technical measures are carried out, such as the introduction of progressive equipment and technology, the possibility of one worker operating several machines simultaneously, and one worker performing several jobs, the composition of a job site and its boundaries can change.

Experience shows that job sites need regular inspections. Inspections are carried out in the course of certification and subsequent rationalization. This process should be carried out in accordance with a plan and in a number of stages.

Certification involves a comprehensive evaluation, using a point system, of each job site in which it is determined how well the site meets normative requirements and corresponds to progressive methods in engineering, technological, organizational, and economic respects, taking into account the working conditions and adherence to labor safety regulations.

There is really nothing new about certification of job sites. In the past many managers from time to time resorted to a point-system evaluation of the organization of labor in order to uncover reserves for increasing labor productivity and as a basis for planning organizational and technical measures. But this work was not carried out in accordance with any plan, it was not widespread, and therefore did not have any result that could be felt in the national economy as a whole.

The question of job site certification and rationalization has come up at enterprises in our republic in the past as well. Varied opinions have been expressed. Even today some specialists do not hide their skepticism about this project, referring to it as a gathering of reserves "at random." However, the majority believe that job site certification is an important, necessary, effective, and as a rule, irreplaceable means of raising the technical level of production.

In the past two years a considerable amount of work has been done in the republic to improve the organization of production and labor on the basis of job site certification and rationalization. Some organizational and methodological work has been done, for example. On the basis of recommendations from the republic's State Planning Committee, State Committee for Labor, and Central Statistical Administration, ministries, departments, and enterprises have been instructed to take steps to introduce advanced methods in this particular direction. Certification and rationalization of job sites have been placed under special administrative control. A schedule has been confirmed, according to which reports on this issue by heads of ministries, departments, and enterprises under national jurisdiction will be heard.

The question of widespread application of the method used at the Dnepropetrovsk Combine Plant was discussed last year at a meeting of the Bureau of the Central Committee of the Latvian Communist Party. A resolution was adopted that requires ministries and enterprises to take more effective measures aimed at widespread use of job site certification and rationalization to increase production efficiency. Party committees are to play a major role in this work.

The Latvian SSR State Committee for Labor organized a methodological seminar on this topic for heads of ministries, departments, and enterprises under national jurisdiction. They were all given temporary intersectorial recommendations for job site certification in industry, in addition to methodological and informational materials on the experience gained in this area at the Dnepropetrovsk Combine Plant and the VEF [Riga State Electrical Equipment Plant]

Production Association. A consultation center was set up at the Latvian Affiliate of the All-Union Scientific and Methodological Center of the USSR State Committee for Labor and Social Problems.

The majority of ministries and departments have made the necessary organizational and methodological preparations. Base enterprises have been identified in many sectors of industry in the republic to try out the best organizational and methodological suggestions in job site certification and rationalization. There are base enterprises in Riga, Daugavpils, Jelgava, Liepaja, Olajne, and other cities.

It is gratifying to note that over 80 percent of all Latvian enterprises have already moved on from organizational and methodological questions to concrete work involving job site certification and rationalization. Initial results have been obtained at the VEF, Radio Engineering, and Latvian Household Chemicals production associations, at the "Biolar" [expansion unknown] Scientific Production Association, at the Automatic Electronic Instruments Plant, a chain drive plant, a railcar building plant, the "Kurzem" [expansion unknown] plant in Daugavpils, the Liepaja Clothing Accessories Combine, the "Lielupe" factory, and other enterprises.

Naturally, the economic effect of this work varies at different enterprises. This is understandable. The enterprises differ in terms of the volume of production, the age of their equipment, the level of labor organization and the skill level of the specialists employed there, and many other parameters. Still, no matter where this work is carried out, it uncovers additional reserves that are sometimes hidden in the daily operations, and it always has positive results.

Here are several examples. They concern enterprises at different levels and with different types of production.

After certification was carried out at the Riga Electrical Machine Building Plant, the decision was made to improve about 15 percent of all the job sites, and to eliminate 6 percent of them altogether. Certification of the job sites was carried out simultaneously with certification of the brigades. The results were discussed at a meeting of brigade leaders. A specific plan was drawn up for further work aimed at increasing the effectiveness of collective forms of organizing labor. Implementation of this plan is being monitored closely. As a result of implementing plans calling for organizational and technical measures that were drawn up on the basis of certification, in one year the enterprise dismantled and sold a total of 286 units of equipment valued at 33,000 rubles. The qualitative composition of the brigades was changed, and the number of workers in combined and cost accounting primary collectives doubled.

Last year, on the basis of certification results at the Riga Railcar Building Plant the decision was made to improve over 120 job sites; 25 job sites were included in this group due to an inadequate engineering and technological level, 9 due to an inadequate economic level, and 87 as a result of failure to meet requirements for working conditions. Equipment valued at 181,000 rubles was removed and sold. During the certification process at the plant special

attention was given to uncovering inadequate organizational and technological equipment and instruments. Agreements that were concluded between the administration and the brigades state that the job sites be provided with everything that they were lacking. At this particular enterprise the certification was carried out simultaneously with improvements in the operations of the brigades. In this process possibilities were uncovered for reorganizing equipment and production communications systems. The most rational boundaries were established for brigades working with wages based on final results and using cost accounting methods. A contingent of workers was identified who would have to study other areas of specialization in connection with the possibility of performing two different jobs that arose as a result of the reorganization.

Certification and rationalization of job sites can also produce tangible results at small enterprises, such as the "Lielupe" Clothing Accessories Factory. After certification was conducted at this factory, the decision was made to improve 22 job sites and eliminate 8, which would free up some production space. Other important measures are being carried out at the same time. For example, people who were packing the finished products were shifted to a production section and combined with a brigade of workers engaged in primary production. This created a common economic interest in the final result. The work in the sewing shop was organized into two shifts. The labor in the transportation section was mechanized. As a result of certification and rationalization at the factory, a total of 5 people were freed up, the annual economic effect was 11,600 rubles, and the machine shift coefficient increased.

Widespread introduction of the method used by the Dnepropetrovsk Combine Plant workers for job site certification and rationalization is of great importance in our republic, since the balance of manpower resources here is still a difficult problem. We cannot count on any additional influx of manpower. Suffice it to say that today in Latvia's economy 96 percent of the able-bodied population is employed. This is the highest employment rate in all the union republics. Consequently, a shortage of manpower should be compensated for by more rational utilization of the available labor force and accelerated increases in labor productivity. It is precisely for this reason that job site certification and rationalization work at the republic's enterprises should be carried out more energetically and efficiently. This is one of the most significant reserves for increasing production efficiency. An analysis shows that in industry in the Latvian SSR, an average of 10-15 percent of the job sites are in need of rationalization, and 5 percent should be eliminated.

The existence of a significant number of job sites that are in need of manpower has been confirmed by research conducted by the Central Statistical Administration last year at enterprises under machine building ministries that are located in the republic. At the majority of these enterprises there is on the average less than one or slightly more than one worker per job site, which is clearly inadequate if one takes into account the need to raise the shift coefficient. There are 91-95 people for every 100 job sites at the diesel engine building plant and automatic electronic instrument plant in Riga, 109-117 for every 100 job sites at the electric lamp plant, Riga Chemical Machinery Plant, the "Strauma" plant, the textile equipment plant, and the Daugavpils Electrical Instrument Plant. At most of the enterprises surveyed,

10-15 percent of the job sites in the first shift alone are without the needed manpower, and at some enterprises, this indicator is 25 percent or higher (including the Riga Agricultural Machinery Plant and the diesel engine building plant).

All this has a negative effect on equipment work load and it lowers the shift coefficient. At machine building and metalworking enterprises throughout the republic as a whole, the machine shift coefficient was 1.39 for the second half of last year. According to data from a one-time survey conducted by the republic's Central Statistical Administration, the machine shift coefficient at the hydrometry instrument plant was 1.20, at the diesel engine building plant it was 1.25, at the lighting equipment plant, 1.26, and at enterprises in Jelgava, 1.20.

The data presented here indicate that the utilization of fixed capital, including expensive and highly productive equipment, is inadequate. For example, on the day the inspection was conducted at these enterprises, 32 percent of the forging and pressing machinery, equipped with automatic manipulators with programmed control, was not in operation. The rest of the machinery was being used for just one shift.

The existence of low-productivity job sites can be explained to a great extent by the fact that the majority of ministries, departments, and enterprises are not taking effective measures to increase the work load of the existing equipment, and when work is being done to increase production output, the primary focus is on putting new capacities and additional job sites into production, without taking into account the practical possibility of finding manpower to fill the jobs. Evidence of this attitude can be seen in the fact that in the current five-year plan the capital-labor ratio in the republic's industry has grown at an annual rate of 5-6 percent, with a simultaneous decline in the yield on capital. The majority of new equipment is not used to replace obsolete or worn-out equipment, but rather to add to the pool of existing production equipment.

Low-productivity job sites absorb a significant portion of the manpower resources and create an unjustifiably high demand for workers. It is no coincidence that the republic's job placement service receives reports from enterprises about vacancies that exceed the number stipulated in the plan several-fold.

The existence of superfluous jobs contributes to an increase in the labor turnover, poor production discipline, and many other negative phenomena. As a result, there are insignificant reductions in losses of work time. Improvements in this indicator occur primarily as a result of the work done at the best enterprises in the republic (the VEF Production Association and the Automatic Electronic Instrument Plant, among others), where these losses are one-half to one-third the average for industry throughout the republic.

The possibility of transferring a number of categories of workers to another enterprise, especially the jobs that call for multiple skills, without a loss in wages, and sometimes even with a wage increase, forces managers to put up with discipline violations, poor workmanship, idleness on the job, and what's

more, to keep these workers on at any price. This results in wage increases that are not tied in any way to labor productivity. In this situation the norm loses its significance as a measure of labor and becomes a means for arbitrary regulation of wages. In the majority of cases this is the reason behind wage increases that exceed the rate of growth in labor productivity. This discrepancy occurs at many enterprises under the republic's ministries of light and food industry. Last year at enterprises under these ministries wages increased by 1.83 and 2 percent, respectively, while labor productivity increased by 1 percent.

As we have seen, work to improve the organization of production and labor on the basis of job site certification and rationalization plays an important role in the set of measures aimed at eliminating all these negative phenomena.

In this connection the decree of the CPSU Central Committee, which approved the initiative of the Dnepropetrovsk Combine Plant workers and stressed the need to introduce this practice on a widespread basis, recommended that when carrying out work to raise the organizational and technical level of job sites, primary attention should be focused on developing progressive production processes, increasing the equipment work load and the machine shift coefficient, and making rational use of manpower, and an effort should be made to obtain the maximum yield from existing capacities and the entire production potential. Certification materials should be used in working out plans for economic and social development in the 12th Five-Year Plan.

Beginning in 1986, certification and rationalization work will be carried out according to a central plan. Statistical reporting on this work is being introduced. In addition, the planning form for the scientific organization of labor is being reduced significantly and is being made more specific. The following directions in the scientific organization of labor will be subject to planning: rationalization of job sites on the basis of certification results and in accordance with achievements in engineering, technology, and the scientific organization of labor; development and increasing the efficiency of brigade forms of labor organization and labor incentives; introduction of intersectorial and sectorial norms and standards for workers' labor.

This means that we have to do even more to step up the work that is being done in this direction. One of the primary tasks for the near future should be to conduct a complete inventory and certification of job sites so that these results can be used in a final confirmation of plans for next year and for the five-year plan as a whole. We need an objective, comprehensive evaluation of production potential, which will make it possible to outline specific ways and means of mobilizing all the reserves for increasing labor productivity and production efficiency. This work should be coordinated with programs already in force in the republic that are aimed at increasing production efficiency and conserving manpower resources. This work must be carried out without delay.

In organizing certification and rationalization work, one should not forget about the need to create a corresponding system of moral and economic incentives. Here use should be made of provisions that are in effect regarding bonuses for new techniques and for the development and incorporation of effective methods of production organization and scientific organization of

labor. Results achieved in job site rationalization should be taken into account when tallying competition results.

Reviews and contests are also effective incentives. The Latvian SSR State Committee for Labor, together with the republic's Trade Unions Council, announced a review in 1985 for the best work being done in certification, rationalization, and reduction of low-productivity and inefficient job sites at industrial enterprises. The review is also supposed to identify the workers with the most initiative in this area, the brigades showing the most creativity, and the best enterprises and ministries, with the aim of introducing their methods on a widespread basis. There are also plans to award bonuses for the various gains that have been made.

Local organs of power, the councils of people's deputies, have an important role in job site certification and rationalization at enterprises. Active work is being done in this area by councils and their executive committees in Riga, Liepaja, Jurmala, and in Ogrskiy, Valmierskiy, Tukumskiy, and other rayons.

One can hardly overestimate the importance of this work for the economic and social development of cities and rayons. For example, up until recently there was no effective mechanism for local councils of people's deputies to use in solving the problem of rational utilization of manpower resources in their territory. The system of regular certification and rationalization at enterprises in the given area can and should become this type of mechanism. When it is well-organized, this work makes it possible to set a reasonable limit on the number of personnel employed at various enterprises, to improve the staffing situation, and to coordinate the development of plants and the utilization of capital investments with balances of job sites and manpower resources. Certification should also help resolve certain social problems, such as job placement for retirees, the disabled, and individuals who can work only part-time or at home.

Planning and design organizations and scientific institutions should define their own role in issues involving certification and rationalization more clearly than they do now. Up until now many of them participated in this work only as the authors of various methodological recommendations, provisions, and other materials. These are certainly necessary. Today, however, this is not enough. Scientific institutions and planning and design organizations should provide the corresponding sectors with all the necessary normative materials for certification, and they should be active participants in the development of plans for rationalization of job sites.

High-quality engineering support plays a large role in this work, and of course, it depends to a great extent on the skills of the specialists involved. Unfortunately, we still have some problems in this area. Many ministries and enterprises are not devoting enough attention to improving the skills of specialists. While new, more complicated tasks require a significant increase in this work, they often do not ensure adherence to the given norms for the intervals at which specialists are supposed to improve their qualifications (once every six years). For example, specialists in the system of the Ministry of Light Industry improve their qualifications on the average once every 15 years, and in the "brain trust" of the sector--the design bureau--this

indicator is once every 17 years. Specialists at a number of enterprises under the Ministry of the Food Industry are exceeding the norm for improving their qualifications by a factor of 1.5-2 (at the "Lajma" and "Uzvara" enterprises), and the norm is being exceeded by a factor of 2-3 at enterprises under the Ministry of the Meat and Dairy Industry (at the Riga, Valmiera, and Jekabpils meat combines, among others).

To ensure successful certification and rationalization work it is necessary to organize extensive study of issues involved in this work in all sectors and at all levels: by managers of enterprises and their structural subdivisions, specialists, especially those in engineering services, brigade leaders, and workers. Workers in planning and design organizations should have a thorough knowledge of these issues.

Base enterprises should play an important role in the study and dissemination of progressive methods in certification and rationalization. However, far from all of these enterprises are performing this task. In our opinion, the Intersectorial Institute for Improving the Qualifications of Specialists in the National Economy of the Latvian SSR should be reorganized in this direction more quickly. Not enough work is being done by the republic "Znaniye" - society to spread information about job site certification and rationalization.

The April (1985) Plenum of the CPSU Central Committee stressed emphatically that the development of Soviet society will be determined to a great extent by qualitative shifts in the economy, a shift to intensive economic growth, and a maximum increase in economic efficiency. The party has stated that a major acceleration in scientific and technical progress is a key strategic lever for intensification of the national economy and better utilization of the potential that has been accumulated. More active work in certification and rationalization of job sites is one factor that will contribute to more rapid achievement of this goal. Therefore, in accordance with the decree issued by the CPSU Central Committee on the initiative of the Dnepropetrovsk Combine Plant workers, and the decree of the Bureau of the Central Committee of the Latvian Communist Party, ministries, departments, and enterprises under national jurisdiction that are located in the republic are obliged to take more effective measures aimed at widespread introduction of the methods used by leading collectives in this area. City and rayon party committees, primary party, trade union, and other organizations should conduct a thorough analysis of the effectiveness of the work being done in collectives and should actively promote the introduction of progressive initiatives aimed at successful implementation of job site certification and rationalization--an important means of increasing production efficiency.

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### Certification in Estonia

Moscow SOTSIALISTICHESKIY TRUD in Russian No 5, May 85 pp 63-66

[Article by V. Konstantinov, chairman of the Estonian SSR State Committee for Labor: "Job Site Certification in Estonian Industry"]

[Text] The method developed at the Dnepropetrovsk Combine Plant imeni K. Ye. Voroshilov to increase production efficiency on the basis of inventory, certification, and rationalization of job sites, which received high praise from the CPSU Central Committee, is being used more and more widely. The Estonian SSR State Committee for Labor, together with the Leningrad Finance and Economics Institute imeni N. A. Voznesenskiy, carried out this type of experiment at 13 industrial enterprises under 13 different ministries and departments in the republic; methods developed at a number of enterprises in Leningrad were also used in the experiment.

The experiment showed that even though the model recommendations of the Leningrad Finance and Economics Institute imeni N. A. Voznesenskiy were in essence completely applicable to various sectors of the national economy, it is better to choose just one of them. There are two reasons for this. In the first place, every sector has its own specific characteristics, including its own terminology, and the methodology should be written in a language that is accessible to everyone involved--from the brigade leader to the director, since in terms of its content this is a comprehensive task and the entire collective of the enterprise is called on to participate in it. In the second place, it is clearly still impossible to offer a single definition of the term "job site" for all sectors of the economy. The All-Union State Standard 19605-74 states: "A job site is the primary link in an enterprise's production and manufacturing structure--a zone equipped with the necessary technological means, in which the labor activity of one worker or a group of workers carrying out one job or operation, is performed." This type of general definition already seems somewhat outdated. Since the term "job site" will probably be used more and more for many years to come, an effort should be made to define it more accurately. It is here, after all, that the interests of the enterprise, the worker, and the consumer meet, product quality is determined, and the outcome of the plan is decided. And the successful operation of the enterprise depends on the working conditions at each job site, the kind of equipment that is used, and the labor norms and organization of labor.

The development of a model methodology that would answer these and many other related and complex questions is not a simple matter. Associates of the management of manpower resources department at the Leningrad Finance and Economics Institute imeni N. A. Vosnesenskiy have spent quite a bit of time working on this problem. This methodology has undergone successful testing under plant conditions at some of the largest enterprises in the country, including the Izhorskiy Plant imeni A. A. Zhdanov, the Kirovskiy Plant, and the Metals Plant imeni the 22nd CPSU Congress, among others. The methodology has also had successful results in our republic.

A great deal of preparatory work was done prior to beginning the experiment: seminars and discussions were held with specialists from enterprises and

ministries, orders were issued regarding the formation of working groups, and the size and deadlines for fulfillment of the various stages. The groups were headed by the enterprises' chief engineers, and they were made up of specialists from economic and technical services, and people responsible for the organization of production, such as shop chiefs, foremen, and brigade leaders.

The first stage consisted of filling out accounting charts, which provided detailed, coordinated information on a whole series of indicators, including the number and structure of job sites, the technical equipment available, mechanization of labor, the level of norm-setting, the form of wages, and the existence of superfluous, physically worn, and outdated job sites. The inventory stage is important, since it provides an accurate picture of the condition and demands of production. Today we must still admit that almost any director could tell how many workers his enterprise has, what the wage fund is, what the profit is, along with a number of other technical and economic indicators, but few directors could say how many job sites there are and describe their qualitative characteristics. A positive exception to this is the Estonian SSR Ministry of Light Industry, where staff members have been making an effort for several years already to seek out their own approach to the problem (for basic production, it's true), along with the "Baltiyets" plant under the State Committee for Utilization of Atomic Energy and the "Dvigatel'" [Motor] State Union Plant.

What were the results of the inventory at the 13 enterprises that participated in the experiment? The picture is quite varied, and frankly, not very encouraging. In basic production at these enterprises 76.8 percent of all the job sites were used only during the first shift, and in ancillary production, this figure was almost 90 percent; 15.9 percent of the job sites are inactive for 4-6 months because of a shortage of personnel, while equipment downtime is valued roughly at 6.5 million rubles, and over 1000 workers would be needed to fill the vacancies. The proportion of "unattached" equipment, that is, equipment that is not assigned to any specific job site, is high. There is a large amount of equipment in the shops that is worn out or obsolete. Job sites in which manual labor is required account for 38.7 percent of the total.

Specialists are not so much interested in the average value of a job site (which is 11,900 rubles), as in substantial differences in this indicator. For example, at the Tartu experimental plant under the ESSR Ministry of Motor Transport and Highways the average value per job site is 2900 rubles, while at the Baltic Textile Combine under the ESSR Ministry of Light Industry it is 21,000 rubles. This is an example of a situation in which inexpensive is not automatically a positive characteristic. With its relatively high value per job site, the Baltic Textile Combine has achieved the highest labor productivity in the country, which certainly cannot be said of the Tartu plant. From this example it is clear how opportunities provided by scientific and technical progress are being used. Of course, with data from just 13 enterprises it is still difficult to determine the optimal criteria for job site values, but it is clear that a serious effort must be made to answer this question.

The next stage of the experiment is certification of job sites, that is, checking to see how they correspond to certain criteria. The actual organizational, technical, and economic characteristics are established at this stage, and an evaluation is made of how the given job sites meet current requirements for productivity and working conditions, and progressive norms for production techniques, technology, and organization. Then it is determined which job sites are to be eliminated, and which are to undergo rationalization and reconstruction.

The results of certification are meant to sound an alert. Among all the enterprises participating in the experiment 54.8 percent of the job sites were not certified, since they did not meet the given requirements for a number of indicators. About 17 percent could not be certified because of the condition of their equipment, 13 percent because of the noise level, and 11 percent because of the level of gas, the presence of harmful substances in the air, and so on. It should be stressed that 66 percent of all the job sites that were not certified were in the basic production sphere.

The following comparison comes to mind. One cannot drive an automobile that is in disrepair, but one not only can, but must work at a job site that has not been certified, that is, that has not been put into proper working order. There is a paradox here that many administrators try not to notice, even though it results in considerable losses that are expressed in low productivity and violations of technological and labor discipline. And still, as in the past, clients keep getting planning organs to allocate funds and set quotas for creating more and more new job sites. And instead of spending less money on organizing existing job sites properly and replacing or modernizing equipment, efforts are focused on erecting new buildings and wings.

Even though certification is a labor-intensive process and was being carried out for the first time in the republic, the majority of specialists from the enterprises took a conscientious approach to the matter and managed to come up with some interesting and useful results. Collectives at the "Teras" plant under the ESSR Ministry of Consumer Services and the Tartu Experimental Motor Vehicle Repair Plant took an especially creative approach to the project. At the "Teras" plant certification included job sites occupied by engineering and technical personnel and office workers, and at the repair plant, the number of indicators was expanded.

There are other examples as well. At the woodworking plant under the ESSR Ministry of Construction and the Kuusalu repair plant under the ESSR Agro-Industrial Association certification was carried out hastily and there was considerable uncertainty regarding the reliability of the results obtained. All the work was assigned to one or two people, the appropriate services were not included in the work, and certification documents were not even drawn up. In other words, a superficial approach was taken, and as a result the very idea of certification was discredited. Even so, one year after the beginning of the experiment we can state with confidence that it is allowing us to resolve many complicated tasks. Of course, in order to do anything new, managers must be bold and competent, and a favorable attitude toward innovation must be developed in the collective. As far as methodological and other assistance, the ESSR State Committee for Labor is prepared to provide this type of aid.

On the basis of the results of inventory and certification at all 13 enterprises, plans were drawn up and approved for organization and technical measures aimed at job site rationalization and freeing up job sites in 1984-1985. These plans call for 3.4 percent of the job sites to be eliminated, 16.7 percent are to be brought into line with requirements for scientific organization of labor, 6.8 percent are to be modernized, and 480 units of equipment are to be removed, which will free up 6000 square meters of production space. In 1985 these measures alone are expected to increase labor productivity by 1.82 percent.

The results of the experiment were affected by an error on our part; the specialists engaged in this work did not have an economic or moral interest in it, even though the administration of the enterprises had the rights and opportunities to provide incentives for performing this task. It is also unfortunate that the central apparatus of many ministries and departments and sectorial scientific research institutes took so little interest in such an important matter. Perhaps this is why a complete evaluation was not made of the level of labor organization and its collective forms, and that an important reserve of production efficiency such as improving the qualifications of workers and engineering personnel was neglected. In other words, not everything that was planned was actually carried out.

Still, we can make the bold claim that the certification experiment has taken hold in Estonia. The republic's engineering community has expressed support for the experiment and discussed these issues at the Fifth Plenum of the Estonian Republic Council of the Scientific and Technical Society. Reliability of data takes on primary importance here, since they were obtained from actual job sites. It becomes possible to estimate the requirements for funds for equipment, construction and installation work in the plant as a whole, in individual shops, for technological reconstruction, and so on. These estimates should be made on an annual basis and for a five-year period, which will make it possible to do a better job of protecting the interests of the enterprise with respect to higher economic and planning organs, using factual material on inventory and certification, instead of intentionally overestimated requests. Of course, in this case inventory and certification should be repeated annually or once every two years, and periodically, say once every five years, statistical organs should check the reliability of the enterprises' data. This approach will help prevent dissipation of capital investments and will oblige everyone involved to make a serious effort to delve into the problems of modernization and reconstruction of existing enterprises.

There is one more important argument in favor of regular performance of this work--inventory and certification will help achieve a balance between job sites and manpower resources; evidence of this can be seen in the results of the experiment conducted in our republic. Each enterprise prepared a planned balance of job sites for 1985-1986, which contained indicators of structural changes in quantitative and qualitative terms. The total increase in job sites at all these enterprises will be only 1.7 percent over 1984, and that is the result of the expansion of the "Pioneer" equipment testing plant which will add 108 job sites during that period. This makes it clear that one cannot absolutely believe estimates that indicate that on the basis of the labor plan

there will be a manpower shortage of 10,000 workers, with the reason for the shortage usually being attributed to the demographic situation in the republic. True, the situation is not particularly favorable, but primary emphasis should be placed on doing a better job of organizing job sites on the basis of the demands of scientific and technical progress, the actual circumstances, and simple logic. It is still true, after all, that over half of the job sites at the enterprises participating in the experiment did not meet current requirements and therefore were not certified.

It would also make sense to include the preparation of balances between job sites and manpower resources on the basis of the experience that has been gained elsewhere in the country and here in the republic in inventory, certification, and rationalization of job sites, in the republic special comprehensive program, "Increasing the Efficient Utilization of Manpower Resources in the Estonian SSR between 1986 and 1990," and at the same time, institute stricter requirements for creating new job sites. This approach is in complete accord with the goals put forward by the CPSU Central Committee for shifting the national economy onto an intensive course of development and for a steady increase in labor productivity.

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LABOR

KOMSOMOLSKAYA PRAVDA LAUNCHES RECRUITMENT CAMPAIGN TO TYUMEN

Life in Tyumen Described

Moscow KOMSOMOLSKAYA PRAVDA in Russian 19 Jun 85 pp 1-2

[Article by V. Badov and V. Nekrasov, Tyumen Oblast: "A Ticket to a Shock Construction Site: Let's Go"]

[Text] In August, the 50,000-person "Stakhanovets" All-Union Komsomol Shock Detachment will arrive in Western Siberia. For many of those who submitted or are preparing to submit an application to the all-union detachment Urengoy, Nadym, and Strezhevoy are an unknown land beyond the Urals. The uniqueness of the order of things here stuns one. In order to understand and accept this order of things, one must get used to it. And for the present, we invite you for a trip through Western Siberia with readers' letters. Our report is only a momentary photo in which a brief instant of the oil and gas epopee is imprinted.

Today Tyumen is at the crossroads.... After the peak has been crossed--the million-ton daily extraction of petroleum--further increases became complicated. The time of gushing successes has passed. There is no more "easy" oil (we put the word "easy" in quotes because it never was easy). It is necessary to involve in the matter remote, less generous deposits. There has been a sharp increase in the volumes of capital construction with the buildup of ever newer deposits of oil and gas. People for the drilling watch are flying in from all corners of the country. And with whomever we spoke in Tyumen, they all had one thing on their minds: to recover the heights which had been won without fail and to double and, if necessary, triple the rates of the work. In the next few years Western Siberia will require many thousands of young working hands. And, as always was the case from the first years of development, the Lenin Komsomol comes to assist and volunteers are hurrying here.

I was not in the Tyumen North for four years. And when our AN-24 took off from Surgut Airport on a clear, cloudless day, I could not tear my eyes from the window until the very landing at Urengoy. Swamps, coniferous forests, sparse

cedar forests, lakes, and rivers spread out for hundreds of versts beneath the wing.... The pale green of the reindeer moss and blue of the lakes were next to small islands of snow which had not yet melted in some places. Closer to the north the lakes were still under ice, in some places almost almost brown, and in others--azure. There was sludge along the Ob....

I looked and did not recognize the places over which we flew. Before the eye could catch something you are flying from the Central Ob toward the North. Only the thread of a railroad under construction toward Urengoy, flat as an arrow, "cut" the wilderness here. Now straight strips of concrete stretched like branches from a tree trunk from the main line in all directions. The steel supports of the LEP [electrical transmission line] raced beyond the horizon. Industrial and pioneer roads which had been sprinkled with bright yellow sand over swampy places led to the drilling fields, industrial bases, settlements....

The large plan of petroleum Tyumen appeared from the hill as if on the palm of the hand. A green expanse seemingly delineated lengthwise and crosswise by a yellow pencil. And this city with blocks of multistory homes which remained on the port side--is it really the former settlement of Noyabrsk?

From the hill the picture of everything seen seemed to be immobile, uninspired. But the clear, almost physically perceptible impression arose that there, on this northern cold land, life is seething and its impact is strong. And the will, boldness, and scope of actions of the people who came to this land are equivalent to its expanses. And you automatically ponder over those titanic expenditures, material and spiritual, which are required by the continuation of the campaign for Tyumen oil and gas which had begun back in the 1960's. For it is the most large-scale economic undertaking in the history of our fatherland. This year alone, the capital investments in the Western Siberian territorial and production complex will exceed many billions of rubles. But to make up for it, the return is substantiable. Siberia has been called upon to provide the basic increases in production up to the end of the century.

...The coastal birch choppings are inundated by melted snow. The wild apple trees are flowering luxuriantly. On the Tura the drudgery of navigation is under way, having returned after the high water within its banks.

Today a superunit is being launched on the ways of "Sibkomplektmontazh" [Siberian Experimental Construction-Rigging Association for Erecting Unit-Set Objects for the Oil and Gas Industry]. It is a construction object fully ready for floating. Its lower part is a pontoon. And the upper part is a multiple pumping station for an oil deposit. It was assembled at a "Sibkomplektmontazh" yard. Upon arriving at the site, the unit need only hook up to local communications, make adjustments, and begin operation.

The general director of "Sibkomplektmontazh," V. A. Aronov, says:

"In order to build the industrial enterprise by traditional methods, one must keep 500 men on the construction site. For Yamburg, this is simply unthinkable and wasteful. And with our version of assembly from superunits with the task to cope with five times fewer assembly workers and riggers. The program for the production of the units was increased by 60 percent for us. A large influx of labor forces is required. Therefore, we are awaiting the arrival of the volunteers from the "Stakhanovets" detachment.

I guess that many of them do not expect to find themselves in the Far North at once, remembering the fairly good addition to the wages. And here, it is proposed to them that they settle down in Tyumen where there is no northern romance for you. I would advise the recruits not to get angry, but to weigh everything thoroughly. First of all, they will not be polished by the romance of the North. For it is not for naught that they call us the "flying riggers." We assemble the units which are being built at our yards ourselves. Secondly, and this is most important: It is interesting for us to work. We are raising riggers having the highest qualifications. We have all specialties: from welder to diver.

Thus, today "Komsomolka" will acquaint you with Western Siberia where you can really work in an interesting manner. The "Stakhanovets" detachment is being formed. There is no longer much time for assembling. And therefore, we decided to help you to make the correct selection, the Komsomol committee to determine the best candidates for the detachment, and the ministry--to obtain a complete impression of those who would like to work in Western Siberia.

For this, today we are publishing a "Questionnaire-Application." It can become your ticket to the shock site. Fill out both its halves. Send one of them to the obkom, kraykom, or republic Komsomol central committee. It is they who are tasked with issuing Komsomol passes to the best. A "Stakhanovets" detachment is being formed by the Komsomol organizations of Azerbaijan, Armenia, Belorussia, Georgia, Kazakhstan, Kirghizia, Latvia, Moldavia, Tajikistan, Turkmenia, Uzbekistan, the Ukraine, Estonia, the Bashkir ASSR, Belgorod, Volgograd, and Voronezh Oblasts, Dagestan ASSR, Krasnodar Kray, Kuybyshev, Kurgan, Kursk, Leningrad, Lipetsk, Moscow (city), Orenburg, Penza, Rostov, Saratov, and Sverdlovsk Oblasts, North Osetian ASSR, Stavropol Kray, Tambov Oblast, Tatar ASSR, Tomsk, Tyumen, Ulyanovsk, and Chelyabinsk Oblasts, and the Chechen-Ingush ASSR.

But if you live in another place, then it makes no difference, your "Questionnaire-Application" will not be overlooked by the Komsomol committee. New detachments of volunteers will be sent to Tyumen right behind the "Stakhanovets" detachment.

The second half of the "Questionnaire-Application" reaches the editors. We will send it to the shock construction site sector of the Komsomol Central Committee and the Administration of Worker Personnel and Living Conditions of the Ministry of Petroleum and Gas Construction of the USSR. A unique "map of labor resources" of Tyumen will be prepared from these questionnaires. The petroleum and gas deposits of Western Siberia today need tens of thousands of workers of the most diverse specialties. And the ministry will have the opportunity to invite you to work. Not one letter will be overlooked. We anticipate that many questions will arise. How will it be if you did not land in a "Stakhanovets" detachment? Can they accept you at a construction site together with your family? And what if you outgrew the Komsomols? In short, each specific situation requires analysis. Specialists from the Ministry of Petroleum and Gas Construction will be engaged in this.

It may also happen that your "Questionnaire-Application" will be sent to another ministry or department which is also participating in the development of Western Siberia. Your present or future profession will suggest where you are more needed.

Let us become acquainted. We await your letters. Place the note "Ticket for a shock site" on the envelope.

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I had the occasion to hear that Urengoy is a young, modern city. Could you tell about today's living conditions there?

V. Smirnov, Kharkov

There are many interpretations of the name Urengoy. One of them is God-forsaken Place. Nomadic Khanty and Nentsy avoided the area here. Stunted, twisted birches and pines, reindeer moss, swamps.... When Georgiy Yepkhiyev, chief of the construction administration which was assigned the laying of the first thread of the gas line from Urengoy, landed here with his people nothing pleased the eye, as they say. But in defiance of everything, when they emplaced the first girder they raised the sign of the future street on it--Optimistov [Optimists], 1.

It was in 1976 when little was heard about Urengoy. We saw this beam rooted in the ground. Yepkhiyev, showing a tall, steel column with his hand, notices:

"And we hung the first lamp of the 'Sirius' type in Urengoy on this column."

And I visually imagined the bluish light of the "Sirius" in the polar night, the sound of the diesel electric power plant which was operating, the yellow shadow of the bulldozer falling on the snow.... A small island of industrial civilization among the unpopulated cold tundra.

The teachers of the "Malyatko" kindergarten of Kharkov drillers listen to Yepkhiyev's story of the first winter stay in Urengoy with interest. And it is difficult for them to believe how much difficulty was the lot of the pioneers. They already found Urengoy different--a city. Microregions of nine-story buildings built up by Leningraders. A city bus route, a railroad connecting the city of gas workers with the main part of the country. Traces of a life of camping out are disappearing, although many small stoves still remained. They are being discarded little by little.

And this "Malyatko" of theirs! Even in capital cities you rarely encounter such a comfortable kindergarten.

The unsettled state and severity of living are no longer perceived as something inevitable in the Tyumen North. A promising psychological shift....

And nevertheless: 70 percent of the Urengoy residents are not satisfied with social and living conditions for residence, according to the data of a survey. For comparison: in neighboring Nadym, on the contrary, two-thirds of the residents are satisfied with their lives.

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I will request being sent to the Far North. Only sometimes I have doubts: Will I become accustomed there? And in general: is the North suitable for a settled life: Are there "old timers" there from among those who arrived prior to the Komsomol pass?

O. Umarov, Ufa

"There was a runway where the nine-story buildings now stand," Gotsin recalls. "And when I arrived in Nadym there was nothing at all there. Tundra, forest, huts. Ten of us slept in a tent."

You now walk along the street, past the school, nine-story buildings, and the Aeroflot ticket office and you are pleased by the thought that we, the brigade, built all this."

Gotsin is rural by birth. He was accustomed to carpentering since childhood. He read about Nadym in the newspaper. He went to the Gorlovka city committee and requested a Komsomol pass. Since then, he has been building up Nadym for years already. He was the first honorary citizen of the city. This May he was awarded the stars of Hero of Socialist Labor. And he began as a regular carpenter. Soon, he says, he was made a team leader and was earmarked to be a brigade leader. At first he refused, but later he nevertheless took over a lagging brigade. "A motley group of people had been collected there. Some had but one thought--to make a lot of money and go back where they came from. They could come to work having had too much to drink without ceremony. When I became a brigade leader I said frankly: if someone comes to work with even an odor, let him write a statement. It was necessary to drop three from the brigade, but drinking in the brigade was stopped once and for all. And things took a little turn for the better. We received replacements from the Komsomol detachments. Basically, the lads came after the army. It was only necessary to teach them the work, and working with them is one pleasure. Now our output has reached 75,000 rubles per brigade member. The highest in the branch, they say. How was this achieved? The main thing, I think, is the attitude in the collective. I will explain using examples. One lad left us, they promised him wages a little higher. A month passed, then another, and he asked to come back. 'What didn't catch your fancy at the new place?' we ask. 'Everything is good and their wages are more; there is one trouble--there is no collective.... I felt miserable.'"

Gotsin is waiting impatiently for the start of navigation. The supplies of brick dried up back in May. "And so we shift around and find work for ourselves. It is good that we have a contract for three objects. We did this intentionally to have the possibility for maneuver." Annoyance can be heard in his voice. One dark spot from year to year--a hunger for building materials. "Something in the planning mechanism is not working," the brigade leader laments. As a member of the bureau of the party's city committee, Gotsin spoke out against the delivery mess. He is especially indignant concerning defective bricks.

"After all the transshipments of the bricks which reached Nadym, they cost almost a ruble per brick. And you dismantle the pallet and you see that outwardly the brick has not yet gone anywhere, but in the middle--smashed, almost crumbs. With what conscience did the supplier send to the Far North a batch of bricks where exactly half the bricks are smashed! In accordance with the principle: what's unsuitable for us is better for you.... I have a request for 'Komsomolka': pose the problem for the USSR Ministry of Construction Materials Industry and Gosplan. Let them assign us to solid suppliers who will make deliveries conscientiously--both for number and for quality."

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If I go somewhere in Siberia, let it be uninhabited places where nature has not been touched. It is tempting to land somewhere with the first assault. To build from the first stake. Are there still places remaining in Western Siberia where everything is now beginning anew?

K. Loginov, Kalinin

The first weddings took place in Yamburg. A true sign that a settled life is being established here. They still relate that near Yamburg, in the tundra, traces of an ancient portage were encountered. The sources of two tundra streams converge closely in this place. One of them flows to the west, and the other--to the east, emptying into Tazovskiy Bay. There is conjecture that Pomory en route to the legendary gold-bubbling Mangazeya dragged their boats using this portage. Mangazeya, where merchants from all the world went for the riches of the North--furs--sank into oblivion. Now there is a new Mangazeya--one of gas--which is spreading in Yamburg on the shore of Ob Bay. In the new five-year plan Yamburg will provide the main increase in the extraction of gas in the country.

"Glavyamburgneftegazstroy" [Main Yamburg Administration for Oil and Gas Construction] is temporarily billeted in Nadym. For there, in Yamburg, the facilities are only just beginning to be seen. We talk with the chief of the main administration, winner of the Lenin prize Igor Aleksandrovich Shapovalov, a veteran of the Tyumen construction sites.

"We are preparing to receive volunteers from the 'Stakhanovets' detachment at Yamburg," Shapovalov says. "Each of them should clearly realize the real difficulty of living and working at the Yamburg site. In the winter there the frosts are 50 below and there are strong winds for a large part of the year. There is no vegetation except tundra vegetation. Permafrost. In order to take root here one must possess excellent health."

Yamburg's mineral wealth should be taken on the basis of the latest achievements of science and technology. In particular, the set-unit method will become our main guarantee. At one time, when we in the "Tyumengazmontazh" [Tyumen gas rigging trust] began to introduce this method from zero, it was necessary to solve a number of basically new problems which were new for construction technology of that time. Now, at the second stage of the method's development, new problems have been added.

In general, many aspects of the development of Yamburg connected with permafrost, the climate, the transportation scheme, and the adaptation of people require urgent but thorough scientific study. And we are counting on the fact that the young scientific shoots of the country will accept the "contract" for these studies.

And I want to recall again one of the glorious traditions. At one time the "Tyumengasmontazh" trust, from which "Sibkomplektmontazh" also emerged, was awarded the title of Komsomol-youth by the decision of the Komsomol Central Committee and the ministry. I believe that the time has come to revive the tradition of Komsomol-youth trusts here, in Yamburg, too.

## Field Mail

Of the 5,000 Komsomol passes to the "Stakhanovets" detachment, 2,000 will be issued to servicemen who have been released to the reserve. And this is not by chance: the young lads receive genuine tempering in the army. Not only moral, worldly, and physical. They frequently master those very professions which are now necessary in Western Siberia.

It is sufficient to recall that the military builders lay the "golden link" on the Eastern Section of the Baykal-Amur Main Line Railway. And today many letters reach the editors from youngsters who, having taken off the service shirt and been released to the reserve, would like to work on the shock construction sites. Those who express the desire to go to Tyumen and to the north of Tomsk Oblast should apply to the political organs of the units. And they should send the "Questionnaire-Application" to the editors, also indicating the address at which they will live after completing their service.

## Question-Answer

[Question] How is the shock detachment being organized and how does one join it?

[Answer] The shock detachment is being organized only on a voluntary basis. Every young man and woman from 18 to 30 years of age and in health suitable for work in the North can become a member of the detachment. Graduates of educational institutions who have not worked for the prescribed period in accordance with their assignment are not permitted to join the detachment.

[Question] Which specialties are required at the construction sites of Western Siberia?

[Answer] On the whole, the demand for general construction professions and the specialties of machine operators and riggers is high. For example, in the settlement of Yamburg, where construction is being conducted by "Glavyamburg-neftegazstroy," electric welders, brick layers, machine operators for construction equipment, fitters-riggers, and others are required. The "Sibkomplektmontazh" association needs lathe hands, fitters, and milling machine operators.

Precise information on requirements in specialties is had by the Komsomol committees which are maintaining communication with the accepting organizations.

Enterprises of the Ministry of Petroleum and Gas Construction to whose control the detachment is being sent have a broad network of training-course combines where a new profession is given in four to six months or qualifications are raised.

[Question] What working and living conditions await the volunteers?

[Answer] As a rule, housing is offered to members of the detachment in comfortable dormitories. Those who are sent for work under watch conditions are to live in van parks.

Can one go to the construction site with his family? The construction organizations accept 10 percent of the total strength of the detachment with families.

Families are offered a room in a family dormitory. But this question should be coordinated with the Komsomol committee which is conducting the manning of the detachment.

In particular, the fighters of the shock detachments are paid per diem for the time they are en route and those travelling to regions of the Far North are issued an advance of 50 percent of the temporary monetary allowance whose amount depends on the location of the enterprise, the period of the contract which has been concluded, and other factors and comprises from 60 to 200 rubles. The fighters of the shock detachments who are sent to regions of the Far North and localities equivalent to them have the right to reserve dwelling space.

The percentage additions to the wages for the fighting men of the detachment are credited in the following amounts (without consideration of the regional factor and compensation for long service):

--in regions of the Far North--10 percent of the wage upon the completion of the first six months of work with an increase of 10 percent (for each subsequent six months of work), and upon attainment of a 60-percent addition--10 percent of the wage for each subsequent year of work;

--in localities equivalent to regions of the Far North--10 percent of the wage upon completion of the first year of work with an increase of 10 percent of the wage for each subsequent year of work.

The payment of an increase for the mobile nature of the work in the amount of 30-40 percent of the tariff rate is established for workers engaged in the construction of main pipelines and the structures on them.

In addition, workers of the construction-rigger organizations located in the Yamalo-Nenetsk Autonomous Okrug north of the Arctic Circle (the Yamburg deposit) are paid regional factors in the amount of 1.8. In the Yamalo-Nenetsk Autonomous Okrug south of the Arctic Circle and the Khanty-Mansiysk Autonomous Okrug north of 60 degrees north latitude (Nizhnevartovsk, Nefteyugansk, Surgut)--in the amount of 1.7.

It is believed that we should also mention additional leaves. In regions of the Far North it is 18 working days. In localities equivalent to regions of the Far North--12 days.

Ticket to a Shock Work Site

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Отправление												Поезд				Вагон				Место				Цена			

You are invited by:

"Glavtyumenneftegazstroy--facilities for the oil deposits of the Middle Ob.

"Glavurengoygazstroy"--facilities for the Urengoy gas deposit and construction of Lower Urengoy.

"Glavzapsibzhilstroy"--housing construction on the territory of Tyumen Oblast.

"Glavyamburgneftegazstroy"--facilities for the Yamburg gas deposit.

"Tomskgazstroy" Trust--facilities for the Aleksandrovskoye oil deposit in Tomsk Oblast.

"Sibkomplektmontazh"--industrial manufacture of objects for the oil and gas industry.

For the Attention of Komsomol Committees

You have received a questionnaire-application. We remind you: by decree of the secretariat of the Komsomol Central Committee and the board of the Ministry of Petroleum and Gas Construction (No 87/1a of 12 June 1985) it has been decided to send additionally for the development of deposits of the Tyumen and Tomsk Oblasts a "Stakhanovets" All-Union Detachment numbering 5,000 people (see the editorial in "Komsomolka" for 14 June of this year).

It is the task of the Komsomol committees to conduct organizational and political work on the quality selection of volunteers. Each primary Komsomol organization should provide a recommendation for its envoy, having discussed it at a Komsomol meeting. Altogether, more than 13,000 young volunteers will be sent to Western Siberia in 1985. Not one questionnaire should be overlooked.

Questionnaire-Application	Questionnaire-Application
АНКЕТА - ЗАЯВЛЕНИЕ	АНКЕТА - ЗАЯВЛЕНИЕ
Заполни и отправь в обком, крайком, ЦК комсомола республики (1)	Заполни и отправь в редакцию «Комсомольской правды» (?)
Фамилия, имя, отчество, возраст: _____ (3)	Фамилия, имя, отчество, возраст: _____
Твоя профессия и квалификация: _____ (4)	Твоя профессия и квалификация: _____
Постоянное место жительства: _____ (5)	Постоянное место жительства: _____
Семейное положение: _____ (6)	Семейное положение: _____
Хотел бы сменить профессию: нет, да (укажи, какую хотел бы получить): _____ (7)	Хотел бы сменить профессию: нет, да (укажи, какую хотел бы получить): _____
Где бы хотел продолжить свою трудовую деятельность: _____ (8)	Где бы хотел продолжить свою трудовую деятельность: _____
Твой вопрос, который мы не указали в анкете: _____ (9)	Твой вопрос, который мы не указали в анкете: _____

Key:

1. Fill out and send to obkom, kraykom, or Central Committee of republic Komsomol
2. Fill out and send to editors of KOMSOMOLSKAYA PRAVDA
3. Last name, first name, patronymic, age
4. Your profession and qualifications
5. Permanent place of residence
6. Family status
7. Would like to change profession: no, yes (indicate which one you would like to receive)
8. Where you would like to continue your labor activity
9. Your question which we did not consider in the questionnaire

## Readers' Questions Answered

Moscow KOMSOMOLSKAYA PRAVDA in Russian 25 Jun 85 p 2

[Article: "Four Hundred and Twelve: That's How Many 'Questionnaire-Applications' Were Received from Volunteers During the First Five Days Alone"]

### [Text] Response

Sergey Babkin, chief of sector of shock construction sites, Komsomol Central Committee:

After the publication of "Ticket to a Shock Site." in the newspaper KOMSOMOLSKAYA PRAVDA we received many telephone calls from young workers, lads, girls, and Komsomol workers with the request that we explain how to join the "Stakhanovets" All-Union Shock Detachment which is travelling to construction sites of Tyumen and Tomsk Oblasts.

In our view, it is expedient for all Komsomol committees to create staffs and attentively consider the applications of the youngsters. Komsomol committees may suggest to young volunteers who have expressed the desire to go to a shock site that they send to KOMSOMOLSKAYA PRAVDA the "Questionnaire-Application" published on the pages of the newspaper this 19 June. For each such questionnaire received by KOMSOMOLSKAYA PRAVDA will be sent for consideration by the Ministry of Petroleum and Gas Construction. The leadership of the ministry will be able to answer the application for each person.

We remind you that volunteers will also be sent to the shock Komsomol construction sites in September-October in addition to the "Stakhanovets" detachment. The Komsomol committees will consider all requests and applications and will assist the youngsters to travel to the Komsomol shock construction sites, if not in the "Stakhanovets" detachment, then a little later.

### Question-Answer

The following seemingly simple question is also found in letters to the editors: "What if we cannot find KOMSOMOLSKAYA PRAVDA for 19 June with the 'Questionnaire-Application?' Or some, let us say three, having read the newspaper, all want to travel to Western Siberia--again what about the "Questionnaire-Application?" The way out is simple: take a regular sheet of paper and answer the questions in the questionnaire which we are repeating today.

Last name, first name, patronymic, age:

Your profession and qualifications:

Permanent place of residence:

Family status:

Would you like to change profession: no, yes (indicate which one you would like to receive):

Where would you like to continue your labor activity:

Your question which we did not consider in the questionnaire:

The questionnaire must be filled out in two copies: send one to the obkom, kraykom, or Central Committee of the republic Komsomol, and the other to the editors of KOMSOMOLSKAYA PRAVDA.

They Invite You

We begin to acquaint you with the organizations where you are to work. "Sibkomplektmontazh" (Siberian Experimental Construction-Rigger Association for the Erection of Unit-Set Objects for the Oil and Gas Industry). Year of birth--1974. General director--Valeriy Aleksandrovich Aronov. It is he who answers your questions.

[Question] Please present your collective.

[Answer] The youth collective of the "Sibkomplektmontazh" association, employing the unit-set method of construction, quadrupled the productivity of labor when constructing oil and gas objects. Many units were completely manufactured in yard shops. They are delivered to the oil and gas fields using the Siberian winter roads and rivers. Arriving at the object right behind their offspring, the rigging brigades of the association install on the foundations previously prepared by the construction workers the unit boiler room or electrical substation and even an entire multiple pumping station.

[Question] The workers of what specialties does your organization require?

[Answer] Now the families of flying riggers are living in one place. Here, in Tyumen, there are higher educational institutions, and schools, and children's institutions and a stable way of life has been organized. In the 11th Five-Year Plan "Sibkomplektmontazh" is the most developing organization of the Ministry of Petroleum and Gas Construction in Tyumen.

The proportion of males is high in the associations, especially in the watch subdivisions, more than 70 percent. The main mass of the workers is made up of youths up to 30 years of age. Now 13,000 people are working here. However, the swift development of oil and gas construction requires that the collective grow even more actively. Today hundreds and hundreds of working hands are required in the yard buildings and at the construction sites. The following are needed: lathe hands, milling machine operators, carpenters, electric welders, cutters, crane operators, brick layers, painters, riggers for metal and ferro-concrete structural elements, and others.

[Question] What are your working and living conditions which await the volunteers?

[Answer] "Sibkomplektmontazh" has its own vocational and technical school and training-course combine and instruction has been organized at the work sites. Briefly about social work in the collective. The available housing of the

association is 310,000 square meters of dwelling space and there are 12 nursery-kindergartens with 2,860 places and 19 dormitories with 5,160 places. All this was constructed by the hands of the riggers themselves. But there are also field watch cantonments.

Each volunteer of the "Stakhanovets" detachment who decides to link his fate with this advanced collective of gas and oil construction workers will be offered a place in a comfortable dormitory.

From the Latest Mail

In its edition of 23 June, the Ukrainian republic youth newspaper KOMSOMOLSKOYE ZNAMYA devoted a column to the formation of the "Stakhanovets" detachment. In its make-up the newspaper published a "Questionnaire-Application" and other materials of KOMSOMOLSKAYA PRAVDA for 19 June.

We appeal to the youth newspapers: in reprinting the "Questionnaire-Application," it must be pointed out that it is awaited from volunteers in the Komsomol committees and by the editors of KOMSOMOLSKAYA Pravda at the address: 125866, GSP, Moscow, A-137, ulitsa Pravda, 24, 6th floor. This will permit sending them to the Ministry of Petroleum and Gas Construction more rapidly.

Our inquiry telephone for volunteers: 257-25-28. Call from 1100 to 1300 hours.

6367

CSO: 1828/172

## LABOR

### ROUNDTABLE LOOKS AT QUESTIONS ON LABOR RESOURCES, EDUCATION

Moscow EKONOMICHESKIYE NAUKI in Russian No 6, Jun 85 pp 39-54

[Article by R. Rotova, cand. ec. sci., and K. Taginyev, prof., dr. econ. sci., Baku: "Labor Resources and Education (The Editors' 'Round Table')"]

[Text] In early January 1985, the magazine EKONOMICHESKIYE NAUKI and the MGU [Moscow State University] economics department (department of the non-production sphere) hosted a "roundtable" discussion, dedicated to the economic problems of the contemporary development of higher and secondary special education in the USSR in connection with the status and trends of the country's labor resources.

A.D. Smirnov (who is chief editor of EKONOMICHESKIYE NAUKI, a prominent scientific figure in the RSFSR, a professor and a doctor of economic sciences [dr. econ. sci.]), in opening the session, noted that in the contemporary period the science of economics is faced with tasks of more effectively and organically subordinating theoretical works to the practical needs of perfecting developed socialism. The policy on technical reorganization of the national economy and its intensification requires improvement in the work of the entire economic mechanism and the entire system of administration. This applies fully to the ability to administer worker training on a scientific basis, and improving their education and skills: Armed with the knowledge which meets the contemporary level of scientific development, to provide well-rounded political training; to tie in education more closely with productive labor; to train specialists with a broad profile, capable of working in conditions of rapidly-changing equipment and technology--these are the main tasks of the reform of the general-educational and vocational schools which is under way in our country. The system of higher and secondary special education is faced with the very same requirements. Thus, it is a question of intensification, of fundamentally and qualitatively improving education and training. It is understood that these requirements are being carried out in certain specific conditions. Principally this concerns the real dimensions of replenishing the country's labor resources, inasmuch as limits are imposed on this by the possible numerical growth of the number of persons being trained in the higher and secondary special educational institutions (It goes without saying that the size of this contingent depends on the national economy's need for specialists).

In connection with examining the problem of economic science, including political economics, there are a number of interesting questions on which we would like to exchange views. Specifically, these are such questions as the subject category of worker quality and the practical significance of the depiction of this category in scientific works; the state of balance of workplaces and labor resources as the most important proportion in socialist economics; determining the need for specialists and ways for satisfying this need; and developing the sphere of education as an increasingly significant area of occupation for the populace, its prospects, and tasks. These are the questions which became topics of conversation at the "round table".

### Worker Quality

I.A. Yagodkina (professor, dr. econ. sci., Moscow Institute of Economics and Statistics) drew attention to the fact that a person's all-round development and the corresponding way of life are formed in creative, intellectually-meaningful work, using the latest technical means and scientific achievements--but, such work is not possible without general and special education. One must not forget that the generation which is receiving its education at the present time will be working in the next millenium. Therefore, the fate of our economy, which must be intensively developed, depends in the final analysis, on the manner in which education is organized, and the kind of modifications it is subjected to. The problem of increasing production intensity cannot be solved in isolation from education and its perfection. In this connection we would like to bring up a situation, of which everyone is aware. And this concerns primarily the qualitative leap which we took in terms of the length of a worker's education--which in the 1960's amounted to 6.7 years; in the 1970's it amounted to 9 years; and 10 years later it is reaching 12 years and then some. I would like to point out that the growth of education and training is connected with two processes: with scientific and technical progress (An unskilled worker cannot operate automated equipment), and with improvements in social-production relationships. Therefore, problems of improving worker quality must be tied in primarily with the tempo and the depth of the scientific-technical revolution, and regular improvements in the social-production relationships and the entire system of education must support this tie-in.

M.I. Skarzhinskiy (RSFSR distinguished scientific figure, professor, dr. econ. sci., Kostroma Pedagogical Institute) noted that worker quality should not be confused with the quality of the workforce, which is characterized not by the level of educational preparation of the workers in and of itself, but by its combination with training in the required skills, with a worker's personal experience and practical knowledge.

A worker's educational preparation serves as a qualitative characteristic of manpower, of labor resources, and of labor potential on the scale of the entire society, a given production collective, or an individual person.

The roles of general and vocational education vary in the formation of worker quality. General education in and of itself is not organically connected with vocational training, and does not provide a significant

effect on production; in a number of cases a worker with a lower level of educational training works more effectively than one with more education. The significance of the reforms now taking place in the general educational and vocational schools is very great: you see, the reform, to put it briefly in a somewhat oversimplified form, will provide the upcoming generations the educational potential necessary for the completion of our society, from the point of view of its socio-economic position.

The formation of worker quality is organically connected with education and upbringing. Both the formation of the educational potential of a person, a collective, and society, as well as the effectiveness of the use of this potential for the good of society, depend upon the degree of success in upbringing. In order, let us say, to successfully seek out reserves for production growth and improving work quality (including reserves in one's own work time) and to put these reserves into action as completely as possible, one must possess not only the special educational training necessary to carry out such a task, but also those qualitative characteristics which are formed by one's upbringing.

Educational training is rational to the extent that it is structured on the basis of its relationship to the requirements posed in the given conditions by the labor process, when its fulfillment depends on the worker's training. The fact of the matter is that these requirements inevitably change with time, or become more complex. Furthermore, the future worker must be prepared as much as possible to switch jobs both by virtue of the needs of society and by virtue of his own aspirations. Educational preparation must entail preparation for continually training for advancement, for retraining, and for continually improving the worker.

One of the most complex and urgent problems is defining the rational stage at which educational training outstrips the current demands on the worker. Science has thus far not done enough to solve this problem. It is clear, of course, that such outstripping has its limitations, and cannot be as great as one would like. How to define these limitations in this or that specific condition and how to realize them in practice is an important field for scientific work.

Ye.N. Zhiltsov (professor, dr. econ. sci., head of the department of the economics of the non-production sphere, MGU Department of Economics) stressed that the transition to predominantly intensive economic development presupposes formation of a new type worker. In the contemporary period it is no longer enough to limit worker quality to merely education and professional competence. Under the conditions of the STR (Scientific-Technical Revolution) worker quality is also defined in terms of raising the standards for his labor, his state of organization and labor discipline, and his ability to work rationally and to operate new technology with maximum effectiveness. Worker quality includes personal moral attributes, and specifically the ability to think creatively. This, moreover, applies to all those taking part in the labor process.

Worker quality in a political-economic sense is a complex and many-faceted concept, in the shared opinion of Ch.D. Andonovich (docent, candidate of econ. sci., department chief at the SRI [Scientific Research Institute] for Problems of Higher Education) and M.K. Shermenev (professor, dr. econ. sci., chief of a sector at that same SRI). The gradual liberation of the production process from the limits imposed by the physical capabilities of an individual does not, of course, signify that man ceases to be the main element in production. Fundamental changes at the contemporary stage are connected both with production quality and with worker quality. Scientific-technical progress leads to the disappearance of the old and the appearance of new kinds of labor activity, and transitions in labor are being implemented more actively. This requires outlays on the part of society. They are formed from the expenditure of time and material resources for the training of cadres, and losses during the period of adaptation of the worker to carrying out functions which are new to him. All-round mechanization and especially automation significantly increases the role of a person's mental activity. Therefore, worker quality must be characterized, apart from anything else, by a potential reserve of knowledge and experience, which would permit the worker to readjust his activities in connection with rapidly-changing production conditions.

Worker quality in practical application includes all the elements of an individual's intellectual level, his knowledge of related professions, and the basic directions in the development of science, equipment and technology; by his ability to adopt progressive experience, and his capacity for aesthetic perception. Indispensable worker attributes in a developed socialist society are a high degree of consciousness, adherence to the ideals of communism, and the desire to establish good comradely relationships at work and in everyday life.

Yu.N. Pakhomov (corresponding member of the UkSSR Academy of Sciences, rector of the Kiev Institute on the National Economy) stressed that a person's all-round development is not simply the final purpose of the movement for social production, but is a necessary prerequisite for progress in contemporary conditions. Life has convincingly demonstrated that in the final analysis it is namely man and his acquired spiritual, moral, and creative qualities that is to an ever increasing degree becoming a "bottleneck" in carrying out the transformations which our society requires on its unswerving path to perfection. The "human problem" to a great extent comes to the possibility of establishing perfect discipline, to introducing the achievements of the STR, and to various aspects of improving the economic mechanism. All of these stress once again that in the existing socialist society which is being developed for the good of mankind, the human factor is indisputably the paramount factor, the priority of which is not in doubt.

The question of man as the decisive force for progress is also a question of the importance of combining general and professional knowledge with a high degree of cultural and spiritual potential. We are all aware that there are areas of neglect in the practice of formation of an individual. They are to a great extent connected with the period of both VUZ and pre-VUZ education. A common shortcoming is the lack of attention given by school and preschool institutions to the formation of the spiritual and creative potential of the young people, to their acquiring culture in the widest meaning of the word.

In posing these questions we encounter certain areas of illogic: on the one hand, we do not hesitate to admit the importance of the staff of educators and instructors; and on the other, we practically admit that the people in whose hands lie the upbringing and the formation of the general and special knowledge of our children and young people, quite often do not in all respects meet those ever-increasing demands which the life of our society is presenting. Posing such questions directly is extremely rare. But at the same time it is necessary to do so. It is a question of a problem which is urgent and increasingly significant. Suffice it to say that teachers in the primary schools and even more so in preschool institutions quite often do not meet, in terms of their spiritual and general cultural potential, the level typical for the parents who have higher specialized education. And this in turn signifies the lack for the typical, average teacher and educator, of special chances for success in "pulling up" their pupils to the spiritual and intellectual level dictated by our epoch. As a result, young people are coming to the VUZ's, whose general educational level has been to a great extent neglected, and quite often irreversibly.

One may assert that "throwing in" our best efforts, and in a sufficient amount at that, to the formation of the young people is a matter which our economy is incapable of; that it would do damage to the solution of other, more important tasks. But one can agree with such reasoning only from the point of view of one's immediate interests--although there is no doubt that we have a great many tasks, and very important tasks at that. A long-term approach, which as is well-known must be a priority approach, in the opinion of Yu.N. Pakhomov, dictates the necessity for giving the task of upbringing, education, and the formation of a new man first place among all these important and necessary tasks. Even a comparatively insignificant redistribution of resources for improving the quality of educators and instructors would subsequently provide a yield the scale of which is so great that one could hardly predict it. After all, the main factor in the formation of personal attributes depends on the "investments" made at an early age. And if our society, having realized that, went to enormous lengths even in the conditions of the 1930's to bring learning and culture to the nation's populace, then negative conclusions on this account do not sound convincing in the conditions of a modern, highly-developed economy.

Calling attention to the fact that one must not confuse worker quality, as is often done in literature, with the quality of manpower, that is, the capacity for work which is put into effect by a worker, Yu.A. Bzhilyanskiy (cand. econ. sci., executive secretary to the editors of EKONOMICHSKIYE NAUKI) proposes that the question of the worker, of man, is central not only for practical economics, but also for economic theory, and above all for political economics. It would be good if the authors of our political-economic literature, including textbooks, were to accept this obvious truth, which coincides in principle with the ideas expressed by Yu.N. Pakhomov. One can hardly consider the present situation good, where literature contains a multitude of the widest variations of "means", "funds", and "processes", but man is barely visible. Even when it speaks of "relationships", and this topic is brought up often, it turns out to be difficult to understand, between whom and whom is this or that relationship formed in a socialist society.

In our literature, and principally in political-economic literature, there is widespread belief in the leading role of the instruments of production in social progress, in mechanization and in other transformations of the means of production, as the main paths to growth of labor productivity. Of man, of the worker, in these cases they usually speak somewhere near the end: that improving "manpower" can also provide something. At the same time it seems to be forgotten that the instruments of labor are created by man himself, that the state of the instruments of production and the paths to production progress depend on the strength of his mind and the skill of his hands.

The question of worker quality is a very timely one. We may increase the yield from living labor for the most part only by increasing worker quality, since the number of able-bodied workers (and with their almost total employment in the national economy, that also means the number employed) is determined by the demographic situation, which today is close to being stable. And if one proceeds from worker quality to working out some kind of practical problems, then quality must be principally connected with education. And here a simple and completely clear conclusion was made: the higher the education the higher the worker quality--this, however, is not indisputable. Of course production growth brings about continually-increasing demands for a worker's educational level. But you see, at the same time one must distinguish between growth of general and special education. If one has in mind general education, then the requirement for its continual growth is just. We already have compulsory general secondary education, and it is being perfected in the course of the school reform. As far as higher general education is concerned, we do not even have such a conception, neither for the present nor for the foreseeable future--we deal, in reality, only with higher special education. But since it is special, then its quantitative development cannot be unlimited and as large as we please. On the contrary; worker quality can be examined as an optimum only on the basis of the degree to which it corresponds to the real requirements of the national economy. Therefore, worker quality and worker education should, apparently, not be developed in general but in consideration of the requirements for the foreseeable future.

#### The State of Balance of Workplaces and Labor Resources Defining Demand for Manpower and Ways to Satisfy the Demand

"One of the qualitative aspects of the state of balance of workplaces and labor resources," says Ye.N. Zhiltsov, "is reflected in the state of balance of the educational-skill structure of worker employment and the structure of the educational system." A uniform state policy in the area of education and training of skilled cadres is realized in planned regulation, in which balances and balance estimates have a special place. In a consolidated balance of labor resources, one distinguishes between those occupied in the sphere of social production, and those in the sphere of education; balances are worked out both for the distribution of young people at study and at work. Balance estimates are made for additional requirements for specialists with higher and secondary special education and for skilled workers, as well as balance estimates for sources to fill this requirement. The

effectiveness of planning for training worker cadres and specialists at educational institutions, the correlation between higher and secondary special education, and the training of worker cadres on the job, depend largely on the accuracy of these balances and balance estimates. The more accurate the estimates on the need for cadres in a wide range of specialties, the more accurate will the planned proportions be defined for the training profile, and in particular the correlation between an education in the humanities and an engineering-technical education.

In the late 1970's and early 1980's a clearly-defined structural disproportion was observed in the education and training of cadres. For example, the training of skilled workers lagged behind the need for them in the national economy more severely than the training of specialists. A shortage in worker cadres was sharply felt, while at the same time the national economy was almost completely saturated with cadres of specialists. Among certain specialties requiring higher education, there arose difficulties in finding jobs for the VUZ graduates. The shortage of skilled worker cadres and the necessity for making effective use of the costly modern equipment made it necessary to utilize graduate specialists, and especially engineers, in the capacity of workers. Moreover, the shortage of the appropriate workers made it necessary to temporarily enlist workers of the highest skills (engineering and technical personnel, scientific associates) to take part in agricultural work; work at vegetable bases; for clearing urban territory, and so on. The reasons for the disproportions which arose were both the inadequate basis of the balance estimates on the need for cadres with the appropriate education and skills, and the poor utilization of vocational orientation as an important instrument in satisfying both the needs of society and an individual's choice of profession.

M.I. Skarzhinskiy, in connection with the question under discussion, called special attention to the ever-increasing practice of certifying workplaces, under which the potential capabilities of a workplace and the actual degree of realization are evaluated from the position of the end result. This trend has a very important role in achieving a state of balance between labor resources and the number and quality of workplaces.

Certification of workplaces and documentation of enterprises requires special accounting, analysis and control over indicators of the actual utilization of the existing educational potential of the workers. Labor potential is measured by the volume of social production possible, and by the measure of the end result; but the quantitative measure of labor resources is expressed in the number of workers of various categories.

The internal dynamism of labor potential lies in the solution of the continually recurring dialectical contradiction between objective capabilities and their practical realization. From this position certification of workplaces and documentation of enterprises reveals the degree of the aforementioned contradiction, and in practice promotes its solution. It permits disclosing negative trends in the utilization of the educational potential; such as, for example, the use of qualified engineers as workers, at positions for which they were not intended, or a radical difference in

the workers' level of education and the content of a given specific kind of labor. Such deviations should be considered underutilization of the labor potential and irrational use of existing production resources.

In the opinion of I.A. Yagodka, the state of balance of workplaces and labor resources is connected in the most direct manner with such important socio-economic problems such as the contradiction between the growth of the general educational level and the degree to which labor is supplied with machinery. At the present time we still have a high percentage of manual labor in production, and although its proportion is declining (and labor mechanization is on the rise), everyone knows that the pace of this progress is slower than objective conditions dictate.

In the last five-year period of the 20th century, the increase in the able-bodied population of the USSR will be nearly three times greater than in the 11th Five Year Plan. Whereas at the present time an insignificant number of workers have only a primary education, by the year 2000 there will be none in this category. This speaks to the fact that the growth rate of labor mechanization has to be colossal in order to offer the generations which are entering their work life workplaces which correspond with their education.

In the contemporary period, with the radical decline in the growth of labor resources, the problem of labor prestige remains an acute one. It is being solved basically with the aid of women's labor--who are taking the "unprestigious" jobs, either because they do not have the education, or because they are attracted by the close proximity of the workplaces to their home, or because they are stimulated somehow or other by the disproportionately high wages which are being paid for the unprestigious labor. One cannot leave this subject without noting that such stimulation violates the objective laws of quantity and quality of labor and thereby creates a contradiction which must be resolved.

The problem of the state of balance of workplaces and labor resources is also becoming more severe in a cross-section of the branches of the national economy, which is largely associated with the transition, under the influence of the development of productive forces, from a resource-intensive to a resource-conservation type of intensification of social production. With the resource-conservation type there are significantly expanded possibilities for developing the nonproduction sphere, to which by the year 2000 human resources freed from physical production will be sent. But, whereas the level at which it is furnished with material and technical resources will remain as today, labor in the nonproduction sphere will most likely turn out to be unattractive for the workers which have been freed, as well as for the new generations which are entering working life, and this threatens losses in the utilization of the labor potential.

R.N. Tikidzhiyev (cand. econ. sci., department chief at the TsENII [Central Scientific Research Institute on Economics] at Gosplan RSFSR) proceeds from the fact that the basis of the state of balance of workplaces and labor resources--the most important link in the system of proportions in the national economy--determines the interconnection of the two elements of

production--capital and manpower. Introducing the indicator "number of workplaces" into the accounting and planning system would permit the progressive enterprises of Dnepropetrovsk, Moscow, Leningrad and other cities to gain a certain amount of experience in maintaining the necessary correlation between production capacities, capital and the number of workers which they are converting under conditions of intensification; and, it would reveal significant internal reserves, while implementing certification, accounting, modernization, rationalization and planning for conversion of workplaces. However, for the present such work is being carried out only in certain production associations and enterprises. In the majority of ministries and departments it has not yet begun. And this is one of the reasons why there remains a state of disbalance of workplaces and labor resources, with all the negative effects which proceed therefrom.

It is well-known that the national economy is experiencing a surplus of workplaces, and that this leads to a reduction in the level of their use--and thus to losses in existing production capacities. The primary reason for such a situation is the lack of manpower for the existing and newly-created workplaces, as well as the incongruity between the requirements brought about by their nature, and the workers' skill training. The consequences of such incongruities are well-known: the assimilation of planned capacities is delayed; equipment operation on a shift system is reduced; there are increased losses in product output; the yield on capital investment drops; and there are declines in the growth of labor productivity and the national income. The qualitative incompatibility between cadres and the requirements of the workplaces influences the level of the yield on capital primarily at newly-introduced enterprises. For example, for this reason, at industrial enterprises in the RSFSR put into operation during the 10th Five Year Plan the yield on capital investment for 1982 was 13.4 per cent lower than the planned level.

Along with the inadequate development of the system of vocational-technical schools, and under conditions of high personnel turnover, the latter have had to be trained right at the enterprises, and in a reduced period of time. Until now the ministries have been oriented not toward training and utilizing their own cadres, but to a significant extent on recruiting them from other branches. Neither the training nor the retraining of cadres within a branch is yet being given sufficient attention. This general state of affairs cannot help but affect the planning and development of higher and secondary special education, and the interaction of the educational subsystem with other subsystems in the national economy.

V.B. Belkin (professor, dr. econ. sci., department chief at TsNILTR [Central Scientific Research Laboratory for Labor Resources], RSFSR State Committee on Labor and Social Problems) has given a great deal of attention to the problem of training worker cadres. He believes that more intensive and thorough research should be carried out on the regularities of the formation, utilization and stabilization of worker cadres in connection with individual branches, enterprises and regions. This will promote a better understanding of the internal structure of the professional and skill makeup of the workforce and changes in it--in order to know how, where and when to improve the process of training cadres, thereby achieving the optimum

balance of workplaces and labor resources. A reexamination of the subject of the vocational division of labor in contemporary conditions of scientific and technical progress, and the basis for the profile of a highly-skilled worker would be of considerable significance to this equilibrium. New developments in the division and organization of labor give birth to new features in a worker's performance as well--such as, combining labor functions, specialties and vocations; multi-unit or multi-machine servicing; and organizing composite brigades.

All of this, naturally, cannot but be reflected in the training of the contemporary worker in the educational system. The significance of the formation of a worker with a broad profile in conditions of the brigade form of labor organization, and training and increasing the workers' skills on the job is increasing, but there are almost no works in our special literature on these questions. It would appear that we are wasting a lot of energy on unnecessary proofs of the advantages of some methods of professional training over others.

Under conditions of worsening problems of the state of balance of workplaces and labor resources, one should obviously be giving more serious thought to the forms of training cadres at the plants. It is well known that the vocational-technical schools are not yet training sufficient numbers of cadres of highly-skilled workers in complex professions, and therefore they are doing a poor job of satisfying the needs of the branches of the national economy for workers with a broad profile. At the same time the basic portion is being trained right on the job, and this must be taken into consideration. In order to provide the required level of training for young workers directly on the job, proper standards are required, as well as a variety of training aids.

Ye. V. Kasimovskiy (professor, dr. econ. sci., MSU) stressed that the reform of the general educational schools which is being carried out is directed toward fundamental improvements in preparing young people for labor. This will without a doubt promote a conscious choice of professions by the young people and better initial assimilation of a profession while in school, and will reduce cadre turnover among the young people. Ye.V. Kasimovskiy says further, that life shows that it is time to make noticeable changes in the structure of cadre training, in connection with this process at vocational technical schools and at secondary special and higher educational institutions. He cited data according to which for every 10 VUZ graduates, there were the following number of people completing secondary special institutions: in 1970, 17; in 1980, 16; and in 1984, 13. For vocational-technical schools the picture is somewhat different, if one uses that same ratio of 10 VUZ graduates, namely: in 1970, 27; in 1980, 30, and in 1984, again, 30 people. Over the last 15 years, graduates of secondary special educational institutions, as compared to VUZ graduates, decreased by 24 per cent, while graduates from VTS [Vo-Tech Schools] increased by only 11 per cent. Such a state of affairs cannot be considered satisfactory. It signifies that there are disproportions between the existing cadres with higher education on the one hand, and those with secondary special education on the other; between the presense of these and others, that is, cadres of specialists in general and worker cadres. At the present time we have more than 5 million graduate

engineers--the largest number in the world. Clearly, we have more engineers than actually required. Many of them are doing work that technicians and even graduates of general educational schools could fully cope with. It is, therefore, no accident that many engineers are occupying worker positions, or ones which are wholly outside their specialty. It is also no accident that competition has declined for those applying for engineering specialties at the VUZ's. Disproportions have also shown up in the wages for engineers and their relationship with the wages of workers. In 1970, industrial workers received on the average 130.6 rubles per month, and an ETW [Engineering-Technical Worker] received 178 rubles--that is, 36 per cent more than the workers; in 1983, a worker earned on the average, 200.8 rubles, and an ETW, 220.8 rubles, which is only 11 per cent more. An even worse situation has come about in construction. Here, in 1970, a worker was getting 148.5 rubles and an ETW, 200 rubles; that is, 35 per cent more. In 1983, the figures were 230.6 and 225.9 rubles, respectively; that is, the wages of a construction engineer turned out to be even lower than that of a worker. Such convergence of wages for workers and ETW should be considered premature, and is brought about chiefly by the shortage of workers in certain professions.

Cadre disproportions are being felt not only in material production, but also in the nonproduction sphere, and particularly in health care. In the 1960's and 1970's, for every 10 physicians in all specialties, there were 32 general medical personnel; but in 1983, there were only 28. Therefore, physicians quite often carry out the duties of a nurse, and nurses the work of technical personnel.

All of this emphasizes that it is time to change the correlations in training cadres of differing skills, and this has been mentioned often: increase the number of graduates of secondary special educational institutions with respect to the number from VUZ's. There must be an especially sharp increase in graduates from vo-tech educational institutions. This will promote more rational utilization of labor resources with higher and secondary special and general secondary education. The need of which we speak is especially acute in today's conditions of reduction in the influx of young people who are coming of age to enter the work force.

#### The Sphere of Education as an Area of Employment Increasing the Effectiveness of Training Cadres

For the sphere of education as for all branches and spheres of social activity, the transition to the intensive path to development is urgent. In the opinion of Ye.N. Zhiltsov, here one can list three major directions for intensification: increasing the quality of training; conducting a well-founded structural policy in the area of education; and carrying out rational forms of management in educational institutions, in order to effectively utilize existing labor, material and financial resources.

Increasing the quality of training means increasing the amount of information in the units of time allocated for it. To do this, the instructors must pay increased attention to the fundamentals of science, reduce the

amount of secondary academic information, and improve interdisciplinary ties among academic disciplines. This, one would think, would bring about elimination of the duplication of academic material. Increasing the quality of education must be oriented toward the formation of a new type of worker.

Training the workers at the level of the increased requirements of developed socialism will permit putting our country on the highest level of productivity of social labor. Such training will create opportunities for actively spreading progressive forms for paying wages, broadly introducing cost accounting at all stages of economic activity, and expanding worker participation in production management; it will also create opportunities for developing other processes inherent in the conditions of mature socialism.

Our society has encountered the kind of qualitative achievements in all spheres of life, including education, which will bring us to a turning point. In this connection structural policy must, it would seem, proceed from the necessity, on the one hand, to achieve a state of balance in the educational-skill structure of worker employment and the structure of the educational system, and on the other to provide an internal state of balance in the separate spheres and stages of education. The interests of society and the individual in receiving a certain educational level and profile must also be coordinated.

At present, as is well known, the reform of the general educational and vocational schools is being put into practice, and the time has come for reorganization of secondary special and higher schools. It would be expedient, according to Ye.N. Zhiltsov, to transform the secondary special educational institutions into educational institutions for the initial stage of higher education. Such a change should be made gradually, starting with that portion of the tekhnikums which are well-supplied with equipment and staffed with skilled cadres. Along with this it would be fitting to place the higher schools on a graduated system of training, at the first stage training specialists with broad qualifications to carry out operational activities in production, and at the second, specialists for design engineering and research work. With a graduated system of training at the VUZ, it is increasingly important to select young people both for the first and especially for the second stage of training. At the same time it is necessary to carefully reorganize all work on training, on competitive selection, and certifying pedagogical cadres in higher education, in order to achieve greater effectiveness in increasing the qualifications and professional mastery of the pedagogical cadres. Inasmuch as the role of this work in improving the quality of education is exceptionally important, it is fitting to place periodical certification of the pedagogical staffs under the control of the USSR VAK [High Degree Commission] in order for all VUZ's in the country to guarantee uniform state requirements for competitive selection of instructors for their new term of work.

O.V. Dolzhenko (candidate of physics and mathematical sciences, chief editor of the magazine VESTNIK VYSSHEY SHKOLY [Higher Education Herald]), noted that the difficulty in training the upcoming generations for labor activity and for the subsequent utilization of their labor potential is to a great

extent a result of incongruities in the structure of the educational system and the structure of orders for cadres of a certain skill and vocational inclination. Here there are a number of causes, and I will dwell only on certain ones.

Today one gets the impression that we do not yet have a full-fledged educational system from the point of view of a theory of systems. The existing vocational-technical, secondary special, and higher education (and one should also add the system of increasing one's skills) can be examined only as subsystems, which function in the exercise of the system. At the same time, special attention is devoted to internal questions--but questions of "linking up" and coordinating the interaction of the subsystems somehow are placed in the background. Completely systematic organization in practice can be realized only through the appropriate actions of a single administrative center.

Along with systematic organization of education at the nationwide and republic level, one would think that the time is right to devote closer attention to the educational systems at the regional level. Today, in many regions of the country there is a ramified system of departmentally separated educational institutions of the most varied types. There must be organic connection among them in a regional system.

Realizing true systematic organization in practice would permit solving a number of complex problems, and would set the stage for effective development of all units in the educational system.

The need for a transition to a qualitatively new systemic concept of education stems from the peculiarities of the process of training cadres in conditions of the high rates of socio-economic and scientific-technical development in our country. One example: by tradition it has come to pass that a person would work in the specialty in which he'd received his education. In our days the situation is not quite so clear. Many specialties may disappear in the coming years; they will be replaced by others, which we do not yet know about. Thus, today we are quite often preparing specialists to work in conditions of which we know very little. Hence arises the necessity for transition to practical realization of the idea of continuous education by means of establishing a unified system for it, which will provide the conditions for a person's normal functioning for the course of his entire active life. This in and of itself requires integration of all units in the educational system; moreover it must be a multi-stage system and must serve not only for vocational training, but must also create the conditions for all-round development of a person's capabilities, for one's self-realization.

Today, in order to completely realize one's abilities, an ever-increasing level of preparation is required. And it may be that the time is not far off in which along with a general secondary education there will also be general higher education. One would think that the traditional approach to the system of special education--considering it merely in a functional-cadre context--does not correspond to contemporary conditions.

And yet another feature. Many questions which concern the effectiveness of use of cadre potential can be dismissed, reducing the reaction time of the educational system to practical needs. This could be achieved by means of expanding cyclic and intensive forms of training to a given skill level and retraining cadres, creating differentiated paths for receiving an education which considers one's previous training.

The list of possibilities for increasing the effectiveness of use of the labor potential by means of improving the activity of the educational system, could, no doubt, be lengthened. But under all conditions of putting them into practice, serious and thorough theoretical work must be carried out creating a general theory of educational development as a system.

M.I. Skarzhinskiy invited attention to the fact that the importance of the effectiveness of expenditures for education is becoming increasingly important in the educational training of the workers. The method proposed by S.G. Strumilin for expressing the economic effectiveness of education through the growth in the national income by virtue of the educational training of the workers can serve only as a very rough approximation of an integral indicator.

The basic ways and means for increasing the economic effectiveness of the sphere of education in contemporary conditions have been defined sufficiently. They are characterized by the following: the degree of completion of the educational potential of the workers; the degree of organic relationship of education and upbringing; the organization of the educational training of a worker as the basis for the development of an individual's total capacity for labor in aggregate; the level of use of the labor potential and existing production resources, expressed in the use of highly-skilled workers in the jobs for which they were trained (and specifically engineering and technical workers), and also in accordance with the educational level of a worker and the content of a given concrete kind of labor. In this connection, M.I. Skarzhinskiy touched once again on the question of a certain increase in educational training over the level directly required for a given specific labor process. Increasing the effectiveness of expenditures for education requires, in particular, increasing its orientation toward completing the educational potential of the workers (by means of organically combining general educational, vocational and special training) and creating a more effective system of control and incentives for the effective use of the educational potential the workers possess in each unit of the national economy.

Ye.V. Kalinkin (dr. econ. sci., RSFSR Ministry of Higher and Secondary Special Education) agrees with those who hold the opinion that the system of education should not be considered only from the point of view of formation of labor resources. At the present time this system has taken shape as an independent branch of the national economy with a large number of employees. Suffice it to say that there are over 2.7 million teachers working in 141,000 schools, and over 400,000 professors and instructors working in 891 VUZ's. There are a great many scientific workers, engineering-technical

and auxiliary personnel. It is also extremely important to consider the fact that a significant portion of the able-bodied populace is diverted from the sphere of social production because of their studies; for retraining and increasing their skills away from the job; and for taking examinations, in the case of those going to night school and taking correspondence courses.

Through an integral analysis of the final national economic results of the work of the educational system, one can see that they do not yet fully meet the requirements for perfecting developed socialism. At the Nationwide Scientific-Practical Conference held in December 1984 on the theme of "Perfecting Developed Socialism and Party Ideological Work in the Light of the Decisions of the July (1983) CPSU Central Committee Plenum," the need was noted for serious reorganization of the system of training cadres--from grammar schools and vocational-technical institutions, to VUZ's.

The trends for further development of the educational system must be defined in consideration of the fact that it plays a multilevel role: on the one hand, it is a powerful factor in the all-round development of an individual and in achieving a classless socialist society; on the other, it is the foundation of scientific-technical progress.

The educational system represents a variety of subsystems in aggregate, each of which has both general and individual specific goals and tasks. The further development of the general educational and vocational-technical schools has been defined in accordance with the appropriate decrees of the party and the government. The tasks of higher education consist of increasing the quality of training of specialists in complete satisfaction of the needs of all branches of the national economy for specialists of the highest skill-category, and expanding the scale of retraining and increasing the skills of the economic administrators and specialists.

In recent years enrollments in the VUZ's have stabilized, and the number of those desiring to receive higher education is decreasing. This situation is as a rule connected only with the demographic situation. But it is also brought about by the expansion or contraction of the scale of preparation of cadres in the subsystem of secondary special education, and the growth in the subsystem of vocational-technical education, since the level of development of productive forces achieved still requires a greater influx of skilled workers.

In addition, shortcomings in planning for training cadres in the VUZ's, and in utilizing their graduates, the low rate of distribution of young specialists and the lack of success in keeping them on the job at the places to which they are sent for work, have promoted the spread of the opinion that higher education is principally a means for the all-round development of an individual. Thereby there has been increased accent on the social role of higher education; and to a certain extent there has been less attention given to the fact that it will continue to be the most important source for formation of the nation's skill potential.

Increasing the effectiveness of the work of higher education in this direction requires primarily a systematic approach to defining the structure of the educational system for the purpose of achieving continuity and interaction among its component parts, especially at the regional level. Thereby, the departmental approach to cadre training will be weakened. For example, it has become necessary to reduce the output of engineers and at the same time increase the quality of their training. This would be promoted by transition to a two-stage system of higher education, in which the capabilities of individual students could be more expediently revealed and developed. A number of administrators of industrial enterprises and organizations are speaking out for such an approach; they maintain that no more than five per cent of the working engineers are actively influencing the acceleration of scientific-technical progress. Increasing the proportion of working engineers also depends on improving the system of labor incentives for them.

It is necessary to make cadre training more purposeful and increase the responsibility and the discipline of the young specialists, who are distributed on the basis of social requirements. For example, expanding the training of cadres of teachers, physicians, agronomists, engineers and other specialists for agriculture is still producing little effect, inasmuch as a significant portion of them is not working at the place to which they were sent. This, incidently, is not noted with regard to graduates of the vocational-technical schools, tekhnikums, and VUZ's of other branches of the national economy.

All the prerequisites exist for radically improving the utilization of the potential of higher education for retraining and increasing the qualifications of supervisory workers and specialists in the national economy. Increasing the contribution of higher education in postgraduate education requires, in our view, significantly strengthening its material base.

It is fitting to take note of still another trend in the development of the educational system: strengthening its intra-system relationships and the relationships of education with other branches of the national economy. The influence of higher education is becoming clearer in the entire system of cadre training. As indicated by the experience of joint work of the universities of RSFSR Minvuz with schools and vocational-technical schools, cooperation by instructors at VUZ's and schools is making a significant improvement in the general-scientific training of the pupils, and helps to display their capabilities and guide their development. Such integrated processes in the educational system has a predominantly territorial character, which is additional confirmation of the need to intensify the regional aspects in planning for cadre training.

Ch.D. Andonovich, in developing his thesis on the fact that in contemporary conditions man must study his entire life, called attention to the fact that the educational system must find the forms of assimilating knowledge and increasing skills which would permit people to ensure their own intellectual growth independent of their age, production or family conditions. Therefore it is necessary to develop various forms of training both with a break and without a break from production.

Higher education has a special role in this; in spite of its rather high achievements, higher education still has a lot to do in order to supply all branches of the national economy with cadres of the highest qualification.

To the extent that raising the workers' education and skills is one of the basic factors of intensification of socialist production on the whole, the process of training skilled workers and specialists must be based on the use of more effective means for training and more sophisticated forms for its organization, utilizing the latest scientific-technical achievements.

Intensification of education includes such elements as improving the quality of lectures, seminar studies, consultations, production practice and diploma projects, and improving educational work among the trainees. All of this presupposes the presence of a well-trained instructor staff, which is constantly improving in quality; and furnishing educational institutions with modern equipment.

Intensification of education as an aggregate of forms and methods of increasing the effectiveness of the academic process, stressed M.K. Shermenev, must not be confused with the effectiveness of education as a result of intensification. However, these two concepts are closely connected with and supplement one another.

In order to intensify education, as it is correctly stressed here, it is principally necessary to ensure the constant qualitative growth of the professor-instructor staff. It has been stated truthfully, that changes must be introduced to the system of retraining of instructor cadres, especially in the form of practical studies in the system of the USSR Academy of Sciences. It would also be desirable to create at the major VUZ's and branch ministries, scientific centers for retraining specialists, attracting the best-trained cadres to them. There is a pressing need for improvement in the academic process as well, since it is vitally necessary to graduate specialists who are broadly qualified, with a fundamental theoretical preparation, who possess a store of knowledge, who can be used to solve not only today's problems, but also those of future scientific-technical progress. In order to do this, it is necessary to intensify the problem-solving nature of lectures and seminars.

M.K. Shermenev is in agreement with those participants in the talks who stressed that in training cadres, a great deal depends on the degree to which the VUZ's are furnished with technical equipment. It is totally inadmissible to train cadres with the highest skills using old equipment. Presently the task is not only to equip the VUZ's with the advanced technology assimilated by industry, but also to systematically supply them with experimental and planned models of equipment. The question of attracting workers from scientific-research and planning institutes is connected with this.

Increased attention to improved scientific-research work at VUZ's is also required; this must be organically connected with the academic process and should serve as its continuation.

It was also proper to speak of how important in contemporary conditions are the economic aspects of education. Unfortunately, in all the links of the educational system, from the secondary school to the VUZ, economic work is organized poorly.

Yu.N. Pakhomov continued his thesis on the fact that there is a very acute problem facing the higher educational institutions, and especially economic institutions--the problem of the socio-cultural makeup and the intellectual potential of the instructor. VUZ's with an economic profile, unfortunately, bear the mark of precociousness, of rapid extensive development over the past two or three decades. In the formation of their instructor cadres tradition and continuity are not sufficiently developed. And if you do not speak of degrees and titles (after all, that's not everything), but of intellectuality in the highest sense of the word, of broad education and a measure of familiarization with culture, then all of this also leaves something to be desired.

With all the multiplicity of measures on improving the academic process, there are hardly any measures which directly support the selection of the most capable and erudite specialists as instructors, who are highly cultured and profound thinkers. Many measures are being taken to improve the academic process, but they are not very effective and are economically inefficient--inasmuch as, requiring significant expenditure of labor, they bring extremely insignificant useful results. Composing the multitudinous methodical works and other works of this nature devours an enormous amount of the instructor's time, and does not leave anything for the main thing--educating himself and becoming familiar with the spiritual values of our times.

But the matter does not boil down to simply wasting time. It is much more dangerous that the valued criteria of the academic process are diverted from the mainstream. Multitudinous commissions, making "raids" on VUZ's to evaluate the academic work, focus their attention on whatever they please, but not on the real quality of the instructor staffs. Criteria are brushed aside even when evaluating the subject of the studies, and a lecture delivered in a talented manner may be subjected to criticism simply because technical training aids or visual aids were not used during the lecture, or expository materials were used which do not correspond with the methodical materials available for this purpose. Familiarization with how the instructor conducts his classes quite frequently boils down to searching for certain "outstanding" examples for the reference instead of an all-round evaluation, one's degree and title notwithstanding, and evaluating the qualitative makeup of the instructors.

Each VUZ worker knows that the existing system of increasing one's qualification--graduate school or certification--has little influence on the qualitative makeup of the instructors. It is extremely difficult to get rid of a poor instructor, and this hinders improving the work of higher education.

Next to the instructor staff, the second priority factor which brings about results in the academic process at the present time is the selection of future students. The only method which proves itself here is the mechanism of free competition. All other variations result in passing people who are poorly-prepared and poorly-suited. Experience shows, for example, that the very poorest, right down to the completion of the last course, are the students who are graduates of preparatory departments, because in this zone competitive selection is poor and the influence of tutoring is more intense, which creates a kind of hothouse situation.

Presently it is not only the preservation but the intensification of the mechanism of competitive selection that is especially needed. This must be stressed, inasmuch as a lot of attention has been given recently to a proposal to replace competitive selection with various kinds of contract relationships between the VUZ's and the enterprises. But all of these novelties are only capable of undermining the ideals of selecting for the VUZ's the most capable people, and thereby does harm to the work of higher education--and this means, to the national economy as well, whose interests the authors of such propositions are supposedly defending. A special question, incidentally, is selection of students for VUZ's where there is no competition. Here they may use any methods, including the aforementioned. But there is no basis whatsoever for making this emergency situation the general rule.

Ye.V. Kasimovskiy called attention to the fact that the qualitative level of instruction in the social disciplines depends on a number of factors.

First of all, there is the affect of the reduction of the number of candidates who want to enroll in graduate school. Ye.V. Kasimovskiy noted that when he entered the graduate school of the Institute of Economics of the USSR Academy of Sciences (first selection), 36 people took an examination for six positions. After the war, especially in the second half of the 1960's, competition was sharply reduced, and there were occasionally even vacant places. Lowering the demands for entrance examinations was a result of this. Thus, at the present time people are quite often admitted to graduate school, who do not have a basic education in the area of social sciences. In the opinion of those who spoke on the subject, the prestige of the graduate school has declined. This also supported the excessively great development of the practice of sending people to the graduate school with a "special-purpose assignment", where, in the conditions which came to pass of a radical decline in those desiring to enroll, the "special assignees" were enrolled, the level of evaluation of the entrance essay and even the examinations they took in their specialty notwithstanding.

Secondly, over the last 23 years (since 1960) the number of candidates of sciences per doctor has grown very little--from 9 to 11, while the ratio of docents to academicians, corresponding members of the academy of sciences, and professors, taken together, remains unchanged--at 4 docents.

As a result, it turns out that the planned VAK [High Degree Commission] Regulation on the system for awarding scholarly degrees and awarding scholarly titles, permitting candidates of science to head graduate schools "as an exception", is becoming the rule.

Thirdly, and this I believe is the most important, the material incentives have radically declined for those who have completed graduate school and have received the scholarly degrees of candidate of sciences and then that of docent as well.

In the 1950's and 1960's, workers in science and scientific services held first place in wages among the nomenclatura accounted for by the CSA [Central Statistical Administration]. In 1950 they received 46 per cent more average wages than all workers and employees; in 1960, they received 31 per cent more; and in 1970, the average wages of workers and employees in construction surpassed those of the scientific workers. In 1980, workers in construction, transportation and industry were receiving more than scientific workers. Over a 33-year period the wages of scientific workers fell from first place to fourth.

A docent, a candidate of sciences with five years work experience, receives 250 rubles a month; at the top of the scale (over 10 years), he gets 320 rubles. And in order to receive the degree of candidate of sciences, he must study another three years after graduating from the VUZ. In 1960 a docent on the bottom of the wage scale received 2.8 times more than the average wages of a construction worker; but in 1983 the wages of a docent were only 19.40 rubles (8 per cent) more than the average wages of a construction worker.

This came about because the wages of workers and employees have grown and are growing steadily, as distinguished from the wages of graduate scientific workers--candidates, docents, doctors and professors.

V.G. Antoshkin (docent, cand. econ. sci., G.V. Plekhanov Institute on the National Economy, Moscow) reminds us, that at the present time every fourth person working in the national economy is a specialist. Improving the utilization of their highly-skilled labor is to a great extent connected with solving economic and organizational questions of improving work on increasing the qualification and retraining of specialists, and the growth of requirements on the level of their professional competence. Analysis shows that it is necessary to activate measures for steadily replenishing and using specialists' professional knowledge, one of which may consist of reorganizing the system of certification of cadres which would not permit one to progress on the job without appropriate growth in qualifications. In turn, in order to expand work on increasing qualifications, conditions are necessary which meet contemporary requirements. However, the capacity of the academic subunits in the system for increasing qualifications today is about one-half as great as it should be. As a result, the established periodicity for increasing cadre qualifications is not being maintained, and at the present time it amounts to 10-12 years on the average in the

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# USSR Report

HUMAN RESOURCES

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6 August 1985

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LABOR

LABOR COLLECTIVE'S ROLE IN PLANNING, MANAGEMENT REVIEWED

Trade Union Officials Comment

Moscow TRUD in Russian 30 Apr 85 p 2

[Article: "The Labor Collective is the Author of the Plan"]

[Text] Work has now been widely initiated in the country's labor collectives on the formulation and discussion of draft plans for economic and social development for the year 1986 and the 12th Five-Year Plan. This movement has a profound meaning. No one knows about available reserves better than the labor collectives themselves, it was stressed at the April [1985] plenum of the CPSU Central Committee. The task of the trade unions together with the economic organs is to head the work on attracting the workers to the development and discussion of draft plans, the maximum use of reserves, and the increase in production efficiency. This is especially important now, when the entire country is preparing to greet the 27th Party Congress in a worthy manner.

A session of the worker group of the VTsSPS [All-Union Central Trade Union Council] took place recently on the participation of the trade unions in the implementation of the USSR law on labor collectives. The experience of a number of Leningrad enterprises was analyzed and approved at this session which took place under the chairmanship of the secretary of the VTsSPS, I. I. Gladkiy. This experience is discussed in the materials being published today.

Already in the middle of the second quarter of last year the draft plan for 1985 was presented to the labor collectives of our association for discussion.

Beginning with 1980, our process for working out the draft plan has proceeded in accordance with a specific time limit. The publication of a special order and the creation of a central commission of the association consisting of specialists and representatives of the party committee, trade union committee, and Komsomol committee are envisioned.

The sections of the plan in accordance with each of which worker groups are formed are determined in the order of the general director. These worker groups report monthly to the central commission on the state of affairs. For two months the draft plan is discussed in brigades, shops, and departments of the association. Here hundreds of suggestions arrive from the labor collectives, each of which is examined attentively by the worker group. Useful, timely suggestions are immediately introduced into the draft of one or another section of the plan or are transmitted to the central commission. It is precisely the initiatives of the workers which permitted adopting a counterplan for 1985 which envisages the manufacture of one powerful gantry crane above the production program and the output of additional products worth 300,000 rubles.

Proposals of the collective on social questions are also reflected in the draft plan. Take our new facilities for domestic services and trade. This year a House of Everyday Life is opening on the territory of the association's head plant in which dry-cleaning equipment, shops for the repair and sewing of clothing and footwear, and a barber shop have been installed. An "Optik" [optical] store will also operate here. All this was introduced into the plan on the desire of the workers and employees.

However, participation in planning is still only half the matter. The labor collectives should participate in monitoring the execution of the plans.

We consider common political days which are organized by the party committee to be one of the forms of such work. The association's trade union committee participates actively in their conduct. During these days, the shop trade union committees invite economic leaders, chief specialists, and the leaders of the services for reports to the labor collectives. In addition, at least once a week on sector meetings and, in small shops, at common "five-minute meetings" the chiefs of sectors and shops present exhaustive data on how the plan is being accomplished to the labor collectives.

However, there also are still serious shortcomings which restrict the collective's capabilities.

We are dissatisfied with the level of planning among our main customers, in particular the USSR Ministry of Ferrous Metallurgy. Last year, this ministry changed orders for special cranes three times but even the last one, as was learned, does not meet the true requirements in our production. It is believed that it is high time to put an end to such "refinements," "corrections," and "amendments." An interested discussion of draft plans for 1986 and the next five-year plan is now under way in brigades, on sectors, and in shops of our association. We would like the errors of the past not to be repeated.

A. Parfent'yev, chairman of the trade union committee of the "Lenpod'yemtrans-mash" production association imeni S. M. Kirov

The broad discussion of draft plans at meetings of brigades, sectors, shops, and departments has become the living standard for shipbuilders. This document is analyzed by the plant's party committee and, of course, the trade union committee of the plant

When discussing the draft plan it is enriched by many sensible suggestions. Last summer, V. A. Zhdanov's brigade stepped forth with the initiative to include technical engineering personnel and auxiliary workers in the contract collectives. This proposal was approved by the corresponding services and the plant's trade union committee. It became part of the combined plan for the economic and social development of the collective for the current year and is already being implemented.

Upon receiving the rough drafts for the forthcoming year, each brigade tries to refine its production capabilities. Reserves for raising the qualifications of workers, improving the organization of labor, improving the efficiency of work sites, and so forth are disclosed. It can now be stated that the production section of the draft plan is actually the sum of the brigade plans.

Of course, a clear final goal increases the labor and social activity of the collective, concretely defines socialist competition, and places it on a firm basis.

Today we have a great number of forms of labor competition which have been tested by life. There are combined plans for increasing labor efficiency at the work sites in all our brigades without exception. This permits achieving the output of products in excess of the plan and saving tons of metal and norm-hours in labor expenditures. Technical engineering personnel adopt personal creative plans which, as a rule, are directed not only toward improving designs and technology, but also toward strengthening the ties of technical engineering personnel with the shop collectives and production brigades. There are many examples of the effectiveness of such collaboration. It is the rule and standard of the collective's life.

The program "Intensification-90" which was developed in Leningrad has been influencing the quality of planning in the most favorable manner for the last two years. All organizational and technical measures of the plan are subordinated to a single goal--the intensification of production and improvement in the organization of labor on the basis of the introduction of new equipment and technology.

This is good. But we cannot fail to mention something else--the necessity to increase the responsibility of the higher organizations. Let us say, a labor collective plans goals proceeding from the deliveries of new, contemporary equipment which have been promised to it. However, after approval of the plan in the ministry either no trace of the promises remains or the funds for new equipment are reduced noticeably. It is clear that with such procedures the collective will hardly want to assume an intensive plan. I am writing of this because this happened repeatedly in past years. In our opinion, 100-percent material and technical support of the enterprises' plans should become the primary duty of the ministry.

Ye. Gogolyukhin, chairman of the trade union committee, Leningrad shipbuilding yard imeni A. A. Zhdanov.

Today the direct participation of the workers in the development and discussion of draft plans is being moved to the foreground. How the provisions of the article of the Sixth Law which asserts the right of collectives to participate in planning is being realized can be easily seen from the example of the shipyard imeni A.A. Zhdanov and the "Lenpod'yemtransmash" association imeni S.M. Kirov.

Recently, the work of the trade union organization and administration of the "Poligrafmash" plant on the practical implementation of the law's provisions was examined at the presidium of the Leningrad oblast trade union council. It was noted that a harmonious system for the development and adoption of personal and brigade plans is employed at the enterprise. Based on the creative employment of the experience of the Moscow "Dinamo" plant with consideration of new requirements, it reflects most objectively the contribution of each worker to the increase in collective results. The experience accumulated here and at many other enterprises of Leningrad Oblast permits drawing practical conclusions.

Combined planning is most effective at those enterprises where it is regulated by a special statute which establishes a strict sequence and determines the content of the work of economic organs, trade union organizations, and labor collectives.

At many Leningrad enterprises, with consideration of the law's requirements necessary changes have been introduced in the programs of the schools of communist labor and leading experience, people's universities, and the system for economic education. Thus, the statute on intraorganizational and intrashop planning under conditions of brigade cost accounting in the "Leningrad Electromechanical Plant" production association [PO] envisions different forms of the labor collectives' participation in the preparation of five-year and annual plans of shops and brigades and defines the role of the NTO [scientific-technical society] and VOIR [All-Union Society of Inventors and Innovators] in this work.

In the "Svetlana" production association, after the law's adoption a method was published for the working out of a shop's plan for economic and social development which regulates the procedure and times for the working out of the plan with consideration of the broad inclusion of the labor collective in this work. A statute was adopted on monitoring the accomplishment of the plan for economic and social development which, in particular, envisages periodic reports by the leaders of associations and shops to the labor collectives.

Realization of the provisions of the articles of the Sixth Law led to a search for new organizational forms for this work. At a number of enterprises, sociological surveys of the workers are conducted when preparing the draft plan, permitting the disclosure of additional production reserves and determining the direction of social policy for the forthcoming five-year plan. Scientists of scientific research institutes of Leningrad and other cities of the oblast are involved in this work. The conduct of business games with the leaders of enterprises and shops and brigade leaders is practiced at which optimum versions of the draft plan are worked out.

Thanks to the efforts of the trade-union organizations the workers' participation in economic and social planning has assumed a mass character. In the Leningrad optical-mechanical association, when drawing up the draft plan more than 7,000

workers' suggestions directed toward an increase in production efficiency and the solution of social problems reached the central and shop commissions. After the examination of these recommendations 120 measures were included in the association plan and more than 2,500--in the shop plans.

The experience of the Leningrad enterprises proves convincingly that it is important to begin the working out of draft plans early and to tie them to the times for order campaigns for material and raw material resources, that is, the pre-plan preparatory period should begin as early as possible. However, unfortunately, instances of the violation of the established times for bringing planning indices to the enterprise on the part of some ministries are still encountered and instances of the adjustment of plans have not been overcome. Receiving a draft plan the higher organization, let us say a VPO [All-Union Production Association] or ministry, should inform the labor collective of its decision concerning the initiatives and suggestions put forth at the enterprise. This is still not always done in practice.

Today the authority of the collectives in developing and discussing draft plans is being realized most completely and concretely at the brigade level. Approximately 1,100,000 workers are united in them in Leningrad and the oblast. The number of cost-accounting collectives is growing more and more. The oblast trade union council has established strict monitoring in seeing that in all labor collective draft plans for 1986 and the 12th Five-Year Plan are discussed no later than this May at general meetings and conferences. Only in this case will normal planning technology be sustained, permitting consideration of all suggestions and tying all sections of the plan together.

We note with satisfaction that with the implementation of the right to participate in planning the activity of the labor collectives increased in the development and adoption of counterplans--intense and intended for involving available reserves in the matter.

The successful accomplishment of state and counterplans is determined to a great extent by the effective organization of socialist competition. Proceeding from the letter and spirit of the law, the trade union organs together with the administration are working persistently on creating conditions for each workers' adoption of weighed, economically substantiated socialist obligations.

Recently the plans of the labor collectives for economic and social development have been filled with new content: with important measures to strengthen the intensification of the economy on the basis of the achievements of scientific and technical progress. This corresponds to the call of the times and party lines. Thus the provisions of the Soviet law on labor collectives are being put into practice.

N. F. Petrov, secretary of Leningrad  
Oblast Trade Union Council

### Labor Law's Effectiveness Surveyed

Moscow PRAVDA in Russian 3 Jun 85 p 3

[Article by Sergey Kolesnikov and Oleg Meshkov, Riga and Moscow: "The Law's Effectiveness: A Socio-Economic Survey"]

[Text] Less than two years have passed since the Soviet law on labor collectives which has been charged with raising their role in the solution of production and social problems and in controlling enterprises, institutions, and organizations began to live and operate. But, as practice shows, for the present its effectiveness is not as great as it should be. What more should be done for the law to fully serve the initiation of the labor and social activity of people and the development of our society's democratic standards of living?

#### Duty and Right

"The law on labor collectives grants us great rights. And they should be completely used," says the senior brigade leader of glass makers of the Riga "Latvijas stikls" association, A. Laukshteyn. "In my opinion, the most important thing here is to establish firm contact between the administration, workers, and brigade leaders. So that all of us are united by a common goal."

Alfred Ansovich is correct. For the law is directed toward increasing the role of the workers in the control of production and the responsibility of the supervisors to the collective. This means that in the basic cell of our society large and small production problems should be solved with the participation of each worker. It is not only their right, but also their duty.

Brigade leader P. Milch tells of the following instance. A draft plan in which it was planned to manufacture 50,000 bottles above the assignment was presented to the shop collective for discussion.

"We came forth with another suggestion," says Pavel Dominikovich. "We can provide even greater production. But for this, there should be a change in the schedule for beginning series production of articles. The administration agreed with the collective. And practice proved the correctness of our calculations."

What does the initiative of the collective provide in the search for reserves? Suffice it to say that in accordance with the suggestions of the labor collectives the enterprises of the republic's Ministry of Local Industry, to which "Latvijas stikls" belongs, adopted a counterplan for 1985 which exceeds by half a million rubles the state assignment for normative-pure products. Workers with initiative in raising the standard of output are stepping forth more and more often. Last year 277 standards were reviewed thanks to this.

Counterplanning and collective discussion of what it is planned to do are firmly entering into practice. However, the law's requirement concerning the mandatory participation of the labor collective in the development of draft plans is still

not strictly observed everywhere. Often this work is conducted only at the brigade level. The new procedure for the approval of plans also remains unused up to now for some ministries. Thus, for example, the draft plan of the Daugavpils locomotive repair plant for the year 1985 was sent to the Ministry of Railways without discussion in the collective.

The administration reports to worker meetings on the course of the realization of the plans and the reasons for their "adjustments" only on a case to case basis. The opinion exists that, they say, one or another question can be discussed in the collective and it can be solved individually. The director's report can be heard at a meeting and we can get by without it.

"It cannot be said that prior to the adoption of the law the supervisors did not listen to the voice of the collective," says the Chairman of the Latvian Council of Ministers, Yu. Ruben. "Of course they listened. But often they also ignored it. And not all realized that one cannot groundlessly impose his will on the collective."

Evidently, far from every supervisor as yet proved to be psychologically ready for such a change, it was noted at a recent meeting in the CPSU Central Committee with the supervisors of enterprises and brigade leaders, specialists, and scientists. It still seems to many that if they consult less and only command, the path to what has been planned will be simpler and shorter.

The matter here, of course, is not only the psychological attitude. The law's requirements concerning the preliminary examination of plans, just as its other standards, should be corroborated legally and organizationally. Here, the word belongs to Gosplan USSR, the USSR State Committee on Labor and Social Questions, and the All-Union Central Trade Union Council. For many statutes, instructions, and so forth, being expressed in legal language, and "local acts" have not yet been brought into conformity with the law. Detailed recommendations on the employment of its provisions are also needed. Next in turn is the preparation of a scientific and technical explanation similar to the one which was published to explain complex questions of labor legislation. And really, at times the law itself is presented at the enterprise in one single copy which is kept with the chairman of the trade union committee: for the present its circulation is rather small for the country's 2.5 million labor collectives....

Finally, we are also discussing the fact that some managers do not have sufficient general legal background or elementary respect for the law. Many middle-echelon supervisors simply do not know its content. In talks with us only some recalled its provisions which, by the way, have a direct relation to the duties of a shop chief or foreman. The following conclusion suggests itself: perhaps in performance ratings of technical engineering personnel knowledge of the law on labor collectives should be considered. And not only knowledge, but also the requirement and daily striving to consult with people on problems of burning importance which arise on the main direction of our actions--in the sphere of production.

#### Demand More Strictly

When the draft law on labor collectives was still only being discussed, the largest number of suggestions pertained to questions in strengthening discipline.

This unanimous opinion of the workers was considered: now the collectives have the opportunity to display in more active forms comradely demandingness toward those who work in a slipshod manner. These powers are used well, for example, in the VEF [Riga electrotechnical plant] imeni V. I. Lenin.

They began here from the fact that they had elaborated and adopted new, stricter rules for internal labor order for the workers and employees. However, it is not only a matter of strictness. Much is being done to raise the authority of those who work honestly and conscientiously. In addition to the traditional forms of rewarding, here they award special distinctions to the best: "Master 2d Class," "Master 1st Class," "Veteran of Labor," and finally, the title of "Honored VEFite." By the way, this honor is awarded after a thorough discussion in the shops to no more than five people per year out of the many-thousand person collective. Among the services and privileges are the special granting of housing and the right to select one's time for vacation.

The strengthening of discipline at the VEF is an obvious process. Nevertheless, for the time being it is necessary also to have recourse to sanctions envisioned by the law. Here, too, the VEFites try to rely more strongly on public opinion and on the strength of the collective. Recently the load more than doubled for the comradely courts. But this circumstance is gratifying--for if formerly some of the shop administration tried to conceal loafing or other violations of labor discipline, now each of them becomes a subject of serious examination. The collectives of sectors and shops began to use more often their right to submit a petition concerning the release of violators from the enterprise and the employment against them of such punishment as the temporary transfer to lower paying work.

The experience of the VEFites shows the effectiveness of the measures envisioned by the law. However, don't we often encounter instances where slackers and poor workmen are literally "showered" with innumerable punishments by the administration but the collective remains aloof here? The law can and should become one more effective tool in the struggle against hard drinking. In short, there are many possibilities here. It is only necessary that we not be idle in using them.

"Take" or "Borrow?"

Latvian enterprises are rightly famous for their well-organized social and domestic "shops." At the Riga "Radiotekhnika" plant, which we visited, it is an entire building which contains dining rooms, coffee shops, and a special hall of the national kitchen which other restaurants can envy. There are virtually no lines here: each one can select a composite dinner according to taste and even the number of calories.

To a great extent, this is the result of implementing the conditions of a collective agreement. Now, after adoption of the law, one more party has been added in it to the traditional "high contracting parties"--the administration and the trade union organization--the collective itself.

For example, on the suggestion of the labor collective of the "Avrora" factory substantial additions were introduced into the contract with the administration: 10,000 rubles were allotted for loans to young families.

Much is being done on the suggestions of the labor collectives for an improvement in working and living conditions. At the Ogre knitting combine, for example, last year a health recovery-improvement complex with a swimming pool began to operate, an office for psychophysiological relaxation was equipped, and a sanatorium-type garden-nursery was built. It is believed it is not by chance that the workers of the enterprise are working successfully and that in recent years the personnel turnover and sick rate were reduced.

But even here, in the most important matter of creating a genuine contemporary production way of life, the law can operate more effectively. Unfortunately, some departments are still moving toward a direct violation of the legislation, operating according to the principle: "What I want I take." Article 14 of the law on labor collectives prohibits removing any resources from the funds of an enterprise which are intended for social and cultural purposes and housing construction without the agreement of the workers. And here the republic's Ministry of Motor Transport and Highways violated this statute, "borrowing" 100,000 rubles from the fund belonging to the Riga motor vehicle combine No 7. And it did this without the agreement of the labor collective. Of course, situations differ. At times a ministry cannot get by without additional funds. But what keeps it from explaining to the collective why the money is needed and the purposes for which it is intended? For then the people will also meet a substantiated request half way.

#### Who Should Be Selected as Chief

The following story was told at one of the enterprises: the director cancelled an order which had already been issued concerning the appointment of a new shop chief. The reason? The shop collective objected to this nomination which they did not have the time to bring up for preliminary discussion.

Personnel problems are always difficult problems. It is not easy to find a person for a supervisory post, especially one who is both competent and authoritative and would be able to get along with subordinates without joking with them. And many other parameters can be counted. However, for the present they are still somehow unaccustomed to bringing the complex matter of personnel selection to the people....

"Are nominations for the posts of foreman and shop chief discussed in the collective?" we ask the deputy general director for personnel of the Riga "Radio-tekhnika" association, V. Dubovnik.

"We are not such great democrats," the deputy smiled in response.

What hinders them in reforming? Is it the custom to discuss such questions in private or is there a lack of desire to consider the collective's opinion? Or simply, does the administration not feel a requirement for such counsel? However, the experience of other enterprises convinces us that now there is no getting by without it if you want to conduct a well-grounded, correct personnel policy. The system operating in the Riga "Kommunator" production association is based on the provisions of the law on labor collectives. A statute on the selection and appointment of brigade leaders, foremen, senior foremen, and chiefs of sectors who are selected by the workers themselves has been introduced within its framework.

"We preferred the elective system because," explains the chairman of the association's trade union committee, A. Vanags, "now it is not enough for the leader of a lower element to be able to organize the production process. He must possess the abilities to make people more active and carry them along, using his authority and the confidence of the comrades."

The public personnel department plays a leading role in the selection of candidates. But, of course, the administration and party and trade union organizations do not remain aloof. An interesting detail: candidates who have gathered at least 75 percent of the votes are considered elected. Otherwise, the elections are conducted again.

Many middle-level supervisors who are working at "Kommutator" have received the collective's confidence repeatedly. Thus, foremen M. Yerokhin and N. Grevtsov were reelected for the fourth time last year. There are other examples: in the course of elections two foremen were not entrusted with the rights of leadership. The system operating at "Kommutator" confirms convincingly the effectiveness of the standards assigned in the law on labor collectives.

A law, V.I. Lenin noted, is a political measure, is policy. And our law on labor collectives should become an effective political and state tool for raising the social and production activity of people.

There is still much to be done for it to "begin to work" with full return. And the most important thing here is to teach and learn to use the rights which have been granted.

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CSO: 1828/155

## LABOR

### IMPROVEMENT OF SOCIALIST ORGANIZATION OF LABOR ADVOCATED

Moscow PLANOVYE KHOZYAYSTVO in Russian No 4, Apr 85 pp 16-25

[Article by Yu. Batalin, chairman of the State Committee for Labor and Social Problems: "Socialist Organization of Labor and Improvement of the Management System"; passages enclosed in slantlines printed in boldface]

[Text] Based on the laws governing socialist production and an analysis of the specific reproduction conditions of the 80's, the party has set the task of achieving a breakthrough in the improvement of the national economy's effectiveness and intensification of all sectors of the economy.

The improvement of socialist organization of labor is one of the most important directions for accomplishing this task. V.I. Lenin indicated the need for the socialist society to work out and apply "new methods of production and labor organization and its own methods of involving the workers in the work and assuring their discipline, and to increase labor productivity in its own way and by its own methods."<sup>1</sup> Our accumulated experience and the possibilities of developed socialism permit us to make fuller use of the laws governing socialist organization of labor and its advantages in all areas of public production.

Scientific and technological progress is bringing large-scale employment of totally new types of machinery and equipment and raising the technical level of production. This, in turn, is necessitating changes in labor organization forms and methods. To an ever increasing degree, the modern equipment and technology are requiring joint, coordinated work by dozens and frequently hundreds of people. It is therefore essential to employ advanced forms of collective labor to focus them on the common task and unite them with common interests. Unity of interests is not achieved automatically, however, but requires restructuring the management system and bringing it into conformity with the qualitative advances made in the productive forces. This restructuring must develop careful regard for socialist property, a sense of personal responsibility for the collective results of the work and skills in exercising socialist enterprise in the broadest masses of the workers.

The development of advanced forms of collective labor, the strengthening of the principle of distribution according to labor, the elimination of all forms of leveling tendencies and the development of socialist production democracy must become a very important direction for resolving these problems.

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<sup>1</sup>V.I. Lenin, "Poln. sobr. soch." [Complete Collected Works], Vol 36, p 178.

Under developed socialism, the task is not only and not so much one of establishing basic order in the organization of labor. The development of socialist organization of labor must assure the attainment of new frontiers in economic and social progress conforming to the stage of perfecting mature socialism. These new frontiers cannot be attained with the former methods or by taking individual steps to improve a certain aspect of the organization of labor and production. It is the dictate of the times that we implement a system of measures to improve the organization of labor, production, administration and the management system, and to achieve social development in their organic interrelation and interchangeability.

Socialist management organizations are the main element in public production at all the stages of socialist development. The effectiveness of the economy and its growth rates depend to a crucial degree upon how well the associations and enterprises apply the achievements of scientific and technological progress, organize the labor and production, and use the production capital and funds entrusted to them.

The role of the basic production element has grown substantially with the conversion to the intensive management methods. In the situation in which the main stress is not on building up the production capability, but on its efficient utilization and its qualitative improvement, it is precisely the socialist management organizations which bear the main burden of finding and activating reserves for increasing labor productivity, accelerating scientific and technological progress, and carrying out the technical reequipping of the national economy. The socialist management organizations must use this as the basis for providing additional sources of accumulations for accomplishing the social tasks of the developed socialist society. This requires considerably expanding the authority and increasing the responsibility of the associations and enterprises for the results of the management work, and providing the conditions necessary for the blue- and white-collar workers to exhibit production and social activeness.

A system of measures have been implemented in recent years to improve socialist management practices. Decisions have been adopted on accelerating scientific and technological progress, carrying out the large-scale economic experiment, developing and increasing the effectiveness of the collective forms of labor organization and wages, taking further steps to strengthen labor discipline and reduce personnel turnover, improving delivery discipline, and assuring that labor productivity grows more rapidly than wages, as well as the Law on the Labor Collectives.

The new management forms and methods are being tested on a practical level in the course of the large-scale economic experiment.

As we conduct the experiment, it is extremely important to further develop everything progressive and advanced in the socialist management system and to eliminate existing shortcomings in this area. It should be pointed out that a number of extensive steps taken in the past to improve the management system did not produce the desired effect. Planned growth rates for national income and labor productivity, intended correlations between growth rates for labor productivity and for wages, and other effectiveness indices were not achieved. We believe that one of the main reasons was primarily the fact that the changes made in the management forms and methods frequently began and ended at the enterprise level, did little to affect the interests of the shop and brigade collectives or specific workers, and were not backed up with progressive changes in internal planning and management.

As the new management forms and methods are worked out, it is therefore essential to make the primary labor collectives and every worker aware of the experiment. This will make it possible to significantly stimulate the entire process of improving the management system, to involve broad sections of the workers, increase the responsibility of those in charge at the different levels, specialists, engineers and technicians to the collectives for improving labor and production organization, perfecting the planning and administrative, and so forth.

The experiment is designed to enlarge management's authority and to increase the economic interest and the responsibility of the associations and enterprises for producing goods in the volumes and the range required by the society, increasing labor productivity and reducing production costs. The labor collectives have an extremely important role in the accomplishment of these tasks. The ministries, associations and enterprises operating under the experiment therefore have the task of applying a comprehensive, unidirectional system of planning, assessing and reporting from the top down, based on indices set for the enterprises as a whole. The plan covering deliveries and contractual commitments, for example, may be distributed to the individual subdivisions, including the brigade, in the form of assignments for producing a list of products according to a schedule; the plan for growth of labor productivity--in the form of targets for reducing the labor-intensiveness of the products or reducing labor outlays; the plan for reducing production costs--in the form of targets for conserving specific types of materials, fuel and energy, and in individual cases--as targets for reducing the production costs of specific finished items produced by the brigade, the section or shop. The incentive system at all levels--from the enterprise down to the brigade--must be directed toward the accomplishment of these tasks and call for the extensive employment of consolidated labor and materials outlay norms for the product.

The work being performed at a number of light industry enterprises in the Ukrainian SSR is of considerable importance in this respect. The republic's Ministry of the Food Industry together with the USSR State Committee for Labor and Social Problems have approved the Basic Regulations for Further Enhancing the Effectiveness of the Economic Experiment by applying its principles more fully at all levels of production. In accordance with the regulations, substantial changes have been made in the system of intra-plant planning, stock-taking and bookkeeping in the shops, sections and brigades. The brigades are assigned targets for output in physical terms and by assortment, based on agreements concluded with the trade organizations, and for growth of labor productivity (reduction of labor-intensiveness), ceilings on personnel and the wage fund. Rates are set for them with respect to consumption of raw and processed materials, fuel and energy per unit of output.

The work is performed in all the brigades under a single contract, with payment based on the end results, and comprehensive output rates are applied. An economic agreement is ordinarily concluded between the brigade collective and the shop administration, which specifies the reciprocal responsibility of the parties. The system for providing the workers with incentives is linked to the achievement of figures set for the enterprise as a whole. Instead of the traditional system of awarding bonuses for meeting or exceeding output norms, the indicator of fulfillment of assignments for volume of output is being used in the bonus system.

The effectiveness of this system has been confirmed in its use at nine enterprises of the Ukrainian SSR Ministry of the Food Industry. All of the enterprises exceeded the targets set for increasing labor productivity, and rates of growth exceeded the branch average at six of them.

A number of enterprises in other branches also have some positive experience in applying the principles of the economic experience down to the brigade level. At the Elektrovypryamitel' Plant in Saran, which is under the Ministry of Electrical Equipment Industry, the sections and all of the brigades have been assigned targets for production output, labor productivity and consumption of the main types of materials. The brigade's wage fund is ordinarily determined on the basis of consolidated rates for the end result of the work--the manufactured instrument, the assembled unit and so forth. The comprehensive, consolidated rates are calculated on the basis of planned labor-intensiveness for types of products. The establishment of targets for labor-intensiveness and the provision of incentives for exceeding technically justified norms, together with other measures, are producing a high growth rate for labor productivity (it increased by 9.1 percent for last year as a whole).

One of the most important tasks we have to accomplish in the 80's is to organically combine effective forms of labor and production organization with the management forms and methods inherent in socialism. The experience of the outstanding associations and enterprises has shown that this task can be accomplished by introducing the contract form of labor organization and wages in the brigades, as well as in the larger organizational structures--for the collectives of sections and shops as a whole.

Under a contract, the entire collective is oriented organizationally and economically toward the end result, upon which the amount of wages depends. The contract requires the concluding of an agreement between the labor collective and the administration for the fulfillment of a specific assignment--output of finished products, production assemblies or units-per-brigade or the construction of a certain project or a separate part thereof. The necessary equipment and tools are assigned to the collective, it is allocated raw and processed materials, and long-term rates are ordinarily set for formation of the wage fund and for the consumption of materials.

The organization of the contract collective includes piece-rate and time-rate workers, and in many cases, especially recently, engineering and technical personnel as well. They are all actually placed under a group, piece-rate system of payment whereby the wage fund for the entire collective is made directly dependent upon the volume of work performed, its quality and the time involved.

The contract collectives are granted extensive authority with respect to organizing the work and production, determining the skills composition and the number of workers, and distributing the group earnings. The collective accepts a commitment to complete the production assignment and to make efficient use of the socialist property entrusted to it.

The contract form of labor organization and wages provides the basis for developing relations of reciprocal economic responsibility and for employing the system of applying sanctions and distributing the compensation among the subcontracting subdivisions of enterprises, the contract collective and the administration and

subsequently, between the socialist management organizations and higher administrative bodies. This provides the basis for fuller validation of the distribution of management functions and authority and for bringing them into conformity with the actual capabilities and competence of the various production levels and elements. It is thus the contract system of labor organization and incentives which makes it possible "to solidly establish two inseparably linked principles--/greater independence and greater responsibility/--in all areas of management and production work."<sup>2</sup>

An experiment in the use of contract management methods in the collectives of 19 shops and 26 sections of 15 enterprises and organizations in industry, agriculture, construction, transportation and consumer services, involving a total of more than 4,000 people, is presently being conducted in a number of associations, enterprises and organizations of Novosibirsk Oblast. It is being conducted by the USSR State Committee for Labor and Social Problems, together with the AUCCTU, interested ministries and Novosibirsk Oblast organizations.

In general, the preliminary results from the experiment (for 1984) permit us to conclude that the use of the contract system of labor organization and incentives in large organizational bodies, particularly at the section level, is highly effective. The adoption of the contract system significantly raises the main indices for the production work of the labor collectives, even those which were previously not among the outstanding as a rule. Furthermore, the enterprises taking part in the experiment are ordinarily not given any special advantages with respect to materials and equipment supply, economic incentives and so forth. In 23 contract collectives in industry, which have fulfilled the conditions for this experiment and the indices of which are comparable with 1983, production volume has grown by 8 percent and labor productivity by 12.6 percent, and for the enterprises in which the experiment is being conducted, as a whole, the figures were 4.6 and 5.2 percent respectively. The ratio of growth rates for labor productivity and average wages was 0:24 for those contract collectives and 0:44 for the enterprises as a whole.

Contract collectives of the Ob' and Sorevnovaniye of the RSFSR Ministry of Light Industry, and the Elektrosignal Plant achieved the best indices in the industry. Production volume grew by 8.9 percent and labor productivity by 25 percent on Production Line No. 11 of the Ob' Association, with a growth of 7.9 percent for wages. Construction Section No. 6 of the Novosibirskpromstroy Trust exceeded the planned targets for growth of labor productivity by 64 percent. Grain yields in a contract cropping section on the Priobskiy Sovkhoz amounted to 26.5 quintals per hectare, which is 1.5-fold more than specified in the plan.

The introduction of elements of economic accountability in the contract collectives has made it possible to improve the use of raw materials, fuel and energy. The cut-out shop of the Severyanka Sewn Goods Association worked 6 days with the electric energy saved in 1984, for example. The turning section of the Sibsel'mash Plant, where there was a 2,560 ruble over-expenditure of cutting tools in 1983, achieved a saving of 118 rubles when converted to the contract system.

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<sup>2</sup>K.U. Chernenko, "Na uroven' trebovaniy razvitogo sotsializma. Nekotoryye aktual'nyye problemy teorii, strategii i taktiki KPSS" [At the Level of the Demands of Developed Socialism: Certain Pressing Problems of CPSU Theory, Strategy and Tactics], Moscow, Politizdat, 1984, p 17.

The extension of the contract system to the sections and shops helped to reduce losses of work time, to strengthen production discipline and to establish stable labor collectives. Intra-shift losses of work time were cut in half on Production Line No. 11 of the Ob' Association. There have been no violations of labor discipline in a contract section for the preparation of new models in the Sorevnovaniye Association during the past 6 months. The performance of the set volume of work with fewer workers has become very widespread. The contract collectives as a whole freed 3.7 percent of the total number of workers, while increasing production output, in 1984, for example. The collective contract system is having a significant effect with respect to reducing the number of workers in the auxiliary subdivisions. The repair section of Shop No. 47 at the Elektrosignal Plant serviced a machine-tool pool increased by four units with a staff 18 percent below that specified in the plan, and the output of televisions was increased by 5,000 sets by reducing equipment downtime. On Garment Production Line No. 11 of the Ob' Association, repairs are made during the lunch break or between shifts, which reduces losses of work time during the performance of the main operations.

The adoption of the contract system in the sections and shops creates conditions conducive to the implementation of the Law on Labor Collectives and the enhancement of their role in management. The main production and social problems are discussed at meetings of the contract collectives. Councils, which include heads of sections and shops and other engineering and technical personnel, along with the workers, function actively between meetings in all the contract subdivisions. At a chemicals and pharmaceutical plant, for example, the councils of two shops came up with an effective system of product quality control. Practically universally, the councils define the labor participation coefficients for engineering and technical personnel, and in many cases the councils have raised the issue of their suitability for the positions they occupy.

Making the use of the existing production capability more effective is an extremely important focus in production intensification. Certification and improvement of the efficiency of the work stations constitutes the organizational and methodological basis for this work and is an effective way to find and activate intraproduction reserves.

The recent decree of the CPSU Central Committee on the experience of the Dnepropetrovsk Combine Plant imeni K.Ye. Voroshilov in introducing a system for certifying the work stations and making them more efficient calls for improving this work and making it a general state system embracing the entire national economy.

The systematic certification and improvement of the efficiency of the work stations should contribute in every possible way to the fulfillment and over-fulfillment of plans for growth of labor productivity, to the enhancement of the output-capital ratio, the improvement of working conditions and the efficient use of available manpower. In order to achieve this, the certification should identify work stations which do not conform to the technical and technological, organizational and economic, and social requirements, the stations should be improved and the inefficient ones eliminated on this basis, the more productive equipment should be given a full load, bottlenecks in production should be eliminated, the use of manual labor should be reduced, and the conditions under which it is performed should be improved.

The effective and stable functioning of the system for certifying and improving the efficiency of the work stations requires giving the collectives of associations and enterprises, ministries and departments and soviets of people's deputies an interest in this work.

The economic interest of the socialist management organizations involves primarily the creation of production resources and the distribution of the income. It is therefore expedient in the planning of capital investment ceilings to establish a procedure whereby funds for new construction or reconstruction are allocated to the ministries and departments, associations and enterprises only after they have identified all possibilities for increasing production volume with existing production capacities, including improving the efficiency of the work stations and technical reequipment of the production operation. Priority should be given to the allocation of equipment and resources for improving the efficiency of the work stations and for the technical reequipment of the production operation. It is expedient to consider the level at which production capacities are used and the dynamics of the output-capital ratio for establishing norms for creating the funds for material incentives, social and cultural measures, and housing construction.

The system which is being adopted will make it possible to improve the quality and the validation of the planning work. The results of certification of the work stations and steps planned for improving their efficiency can serve as the basis for defining long-range and current planned assignments for production volume and growth of labor productivity, for establishing ceilings on personnel numbers and for working out social development plans.

Based on the certification and improved efficiency of the work stations, the local soviets of people's deputies will be able to set well-based ceilings on personnel numbers for associations and enterprises located within their territory, define the most efficient ways to employ individuals with limited ability to work, pensioners and women with children, perform job-placement services for secondary school graduates, upper-grade students and students of higher educational institutions desiring to work in their free time, and so forth.

The systematic development of the system for certifying and improving the efficiency of work stations should, in the future, lay the organizational and economic foundation for the planned removal from use of obsolete production operations and enterprises whose technical reequipment or reconstruction is economically unfeasible, simultaneously redistributing their production program among other enterprises outfitted with modern and highly productive equipment. This will make it possible to develop an interest in the effective and timely adoption of new equipment and technology in the labor collectives and will help to raise the technical level of the nation's production capability.

In order to increase the authority of the associations and enterprises with respect to resolving production and social questions, it will be necessary to create the necessary economic conditions for the realization of that authority. In our opinion, this will be impossible without systematic consolidation of the associations and enterprises. Production concentration, in turn, is the crucial requisite for raising the level of centralized management of the national economy. Almost half of the enterprises in the industry (22,000), however, have a work force of less than 200 people. Labor productivity at most of these enterprises is 20-25 percent less than at the large enterprises. The same situation exists in other sectors of the national economy.

The existence of a large number of small, frequently inefficient enterprises is due primarily to the fact that the existing methods for consolidating enterprises and organizations are primarily administrative and do not create efficacious incentives

to concentrate production in the labor collectives. It is therefore essential to increase the material incentive of the labor collectives to adopt economical and effective organizational structures. It would be expedient to universally introduce the planning of the numbers of directors, engineering and technical personnel and white-collar workers, and their wage fund on the basis of progressive rates, lowered by the year, per 1 million rubles worth of product turned out or work performed. This would promote the establishment of efficient organizational structures and the freeing of excess numbers of engineers, technicians and administrative personnel.

The reorganization on the basis of intensive management methods and the extensive development of the progressive forms of collective labor create the essential requisites for and at the same time, require the elimination of an equalization trend among both individual workers and the labor collectives as a whole. Improvement of the setting of labor quotas and the organization of wages are the most important directions for overcoming the equalization trend.

Effective control over the measure of work and payment for it, and implementation of the law of distribution according to work depend to a crucial degree upon the situation with respect to the setting of output quotas. In order to correct the shortcomings existing in this area, we must implement an extensive system of measures embracing the system for establishing and reviewing the norms, controlling their quality and providing incentives in accordance with validated norms and quotas. First of all, we should provide for the development and the most extensive employment of consolidated, comprehensive quotas for end result (finished product, production assembly, unit-per-brigade and so forth), which would serve as the basis for planning labor productivity, determining personnel numbers and forming the wage fund for brigades and larger structural subdivisions. These norms should be established on the basis of progressive inter-branch and branch standards for labor outlays, which will assure that they are of equal intensiveness.

In order to maintain a high quality for the setting of labor quotas in the process of certifying the work stations, it is essential to verify existing output (or time) norms and servicing quotas for conformity to the level achieved for the equipment and technology, production and labor organization. Obsolete norms must be reviewed by the established procedure, based on the verification results. After improving the efficiency of the work stations, the labor norms should be established in accordance with the technical and organizational level achieved for branch and inter-branch standards.

The effect of the fixing of output/time norms on the growth of labor productivity can be intensified when the labor collectives and each worker have an interest in this. During the period between certifications of work stations, quotas and rates should therefore not be reviewed when the labor-intensiveness of the work is reduced as a result of the employment of new labor methods and advanced know-how at the initiative of the workers and brigades themselves, the improvement of the work stations through their own efforts or the improvement of their job skills.

The elimination of the equalization trend in wages as applicable to labor collectives at all levels--from the brigade to the enterprise as a whole--depends to a crucial degree upon improved planning of the wage funds.

1 Предприя- тие	2 Объем выпускаемой продукции			6 Норматив прироста фонда зарботной платы на 1% прироста объема произ- водства	7 Фонд заработной платы			8 Доля фонда зарбот- ной платы в объеме продукции, %		
	3 базовый, тыс. руб	4 плановый, тыс. руб	5 прирост, %		3 базовый, тыс. руб	4 плановый, тыс. руб	5 прирост, %	9 базовая	5 в при- росте	10 плановая
А	100	110	10	0,3	20	20,60	3,0	20	6	18,7
Б	100	101	1	0,3	20	20,06	0,3	20	6	19,9

1. Enterprise
2. Production volume
3. Base, in thous. of rubles
4. Planned, in thous. of rubles
5. Growth, in %
6. Normative growth of wage fund per % growth in production volume
7. Wage fund
8. Ratio of wage fund to production volume, in %
9. Base
10. Planned

The terms of the experiment call for forming the wage fund on the basis of normed rates of growth for the wage fund for each percentage of growth in total production volume, wage rates per unit of output in physical terms, and wage rates per ruble's worth of output. At the present time, however, all of the industrial ministries operating under the terms of the experiment apply only the growth rate norm, which, in our opinion, can have certain negative consequences. The use of the growth-rate method of planning, for example, leaves the absolute bulk of the wage fund (the so-called base fund) outside the sphere of state regulation, although it should be systematically reduced, since growth of labor productivity consists in reducing labor outlays, with a corresponding reduction in wages, per unit of output. The use of the growth-rate norm does not give the workers of rapidly developing enterprises an incentive to increase production volumes, since the higher the rate of this growth, the more the amount of wages per unit of output is reduced.

Rapidly developing enterprises are in a worse situation than those which have relatively low growth rates for production volumes. This is confirmed by the hypothetical example given in the table.

Planning based on the growth-rate norm does not fully provide for unity of planning or assessment of the work and the material incentive system at all levels of production. This planning method cannot be employed at the level of sections and shops, where the wage fund is established for the entire volume of output.

In our opinion, it is expedient to plan the wage fund for both the associations and enterprises as a whole and their structural subdivisions on the basis of long-term, progressive rates, reduced by the year, for the entire volume of output. This rate should obviously be determined on the basis of the labor-intensiveness and the complexity of the jobs performed and be consistent with the assignments for reducing the labor-intensiveness of the product and for achieving the rated labor-intensiveness of new machinery, equipment and other products, as well as construction projects. In view of the fact that labor-intensiveness for the production of similar products differs significantly among the enterprises and associations, it is expedient to establish group rates with a view to bringing the lagging enterprises up to the level of the average, and the average up to the level of those out front.

We should make a comparative study of the advantages and the shortcomings of various methods for planning the wage fund in the course of the large-scale experiment by testing them at enterprises with a similar range of production and a similar technical level under a number of different ministries.

The procedure for introducing new wage rates and positional salaries must be modified to enhance the stimulative role of wages. The establishment of new wage terms was previously not dependent upon the results of the economic performance of the enterprises and organizations, but were effected practically entirely with significant centralized funds from the State Budget. This approach does not promote production intensification. In order to use the rate system as an effective incentive to enhance production effectiveness, new rates and salaries must be established within the limits of the wage fund planned for the ministries and departments, associations and enterprises. Furthermore, the associations and enterprises should derive the necessary funds primarily by introducing the achievements of scientific and technical progress, improving the organization of labor, strengthening order and discipline, perfecting the administrative structure, releasing excess personnel,

eliminating various types of additions to wages and taking other steps to increase labor productivity. This procedure will give the enterprises an incentive to discover internal reserves.

The wage organization system must also be improved. One of the important ways to accomplish this is to create conditions providing equal opportunity for all categories of workers to increase their wages in accordance with their labor contribution to the development of production and the enhancement of its effectiveness.

At the present time, the wages of individual categories of workers are not equally dependent upon the effectiveness of their labor. This is due to differences in the methods used for generating the wages for different categories of personnel: a significant portion of the wages of piece-rate workers consists of extra earnings and bonuses, whereas engineering and technical personnel and time-rate workers do not have these extra earnings. Correlations established in the wages for individual categories of workers--engineering and technical personnel and blue-collar workers, for example--established when the rates and salaries are introduced, are not retained as a result.

In order to eliminate this shortcoming, unified principles should be worked out for organizing the wages of all categories of personnel. The wages of time-rate workers, engineering and technical personnel and blue-collar workers should be increased by increasing the volume of work performed and by reviewing the norms governing personnel numbers and the servicing quotas. The saving in wages, compared with those specified by the standards, obtained by concentrating and consolidating certain subdivisions and enterprises and by systematically perfecting the organizational structures should also be left at the disposal of the enterprises to be paid by them to the above categories of workers in the form of extra earnings.

Increasing the funds for social and cultural measures and for housing construction as production effectiveness grows is an important means of overcoming the equalization trend among the labor collectives. It is a cost-effective method of realizing the collective economic interest.

The expansion and more efficient use of these funds will provide the economic basis for increasing the efforts of the labor collectives to provide for their workers and the workers' families. In the situation in which the vast majority of workers have achieved an adequately high level of satisfaction of their vital material needs, the social and economic, social and consumer service needs are moving to the fore in the system of factors motivating them to work: interesting and meaningful work, housing, access to cultural benefits, health protection and so forth.

The creation of large associations, enterprises and organizations with thousands and frequently, tens of thousands, of workers, the strengthening of their economic situation and the possibility of developing the social infrastructure themselves are now making it possible to make the improvement of social, housing and consumer service conditions for the worker directly dependent upon the collective achievements and the labor contribution made by each worker. The terms of the large-scale experiment specify that the funds for housing construction, social and cultural measures must be the main sources for satisfying the social and consumer service needs of the workers and their families. This will make it possible to give each

worker an interest in achieving good results from the collective labor, to activate new and powerful social and economic stimuli, to develop in the workers a sense of participating in the affairs of the entire collective and pride in their plant (organization), and to establish stable labor collectives.

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## LABOR

### PRAVDA EDITORIAL ON PRODUCTION DISCIPLINE

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[Editorial: "Strengthening Order in Production"]

[Text] A substantial acceleration of the rate of socioeconomic development, it was noted at the CPSU Central Committee conference on questions of accelerating scientific and technical progress, requires the more rapid retooling of production and the use of the latest machinery and technology on a mass scale, which will make it possible to radically improve labor productivity. At the same time we can and must ensure an increase in growth rates by imposing order and increasing labor, technological, and state discipline.

Leading collectives are stepping up work to impose exemplary labor order and discipline. The Magnitka steel smelters recently held days of highly organized labor in a number of shops. For this purpose they carried out explanatory work with people, established smooth supplies of everything the units needed, and organized labor without loss of time for a whole shift. And? Magnitka's third open-hearth shop produced nearly 4,000 tons of additional steel in a day, exceeding the plan target by 36 percent. There were good results in other shops too. The only conclusion is that such days must not be episodic, and highly organized work must become the everyday norm.

Or take this example from the practice of work by enterprises in power machine building. In January-June, compared with the same period last year, labor productivity in the sector increased nearly 50 percent more rapidly than planned. What gave rise to this? To a considerable extent, the ministry's high exactingness toward the leaders of associations and enterprises, strict observance of state and technological discipline, and the use of technical progress, which yields a high return only where production is well organized.

Collective forms of labor organization and incentives help to impose exemplary order in production. People in a team working to a single contract have a direct interest in ensuring that everyone works all out for the entire shift. One person's laxity affects everyone's wages. And responsibility toward your comrades in labor is a very strict responsibility. Leading collectives make increasingly wide use of team

financial autonomy, and the plant plan is broken down to team level. This is done, for instance, at the Odessa Kislodmash science-and-production association and in a number of other collectives.

At many enterprises and construction sites losses of work time are still great. Thus losses within shifts alone amount to 8-9 percent of working time in construction. This is equivalent to around half a million people being absent every day in construction and installation work. In addition to this more than 7 percent of work time is "eaten up" by concealed losses caused by nonproductive labor due to violations of techniques, errors in blueprints, and various foulups at the projects. Not all collectives strictly observe the rules of internal labor order. All kinds of meetings, conferences, rallies, and "exchanges" of experience are not infrequently held in working time. It is necessary decisively to renounce this practice and save every working minute not in words, but in practice.

Production suffers major losses because of absenteeism for various reasons, including drunkenness. At a number of enterprises of the USSR Ministry of Ferrous Metallurgy and the Ministry of the Petroleum Industry as well as at construction sites in Krasnoyarsk Kray, labor productivity is growing more slowly than it might—here too absenteeism has its effect. Certain leaders retrospectively record some workers' nonappearance at work as leave with the administration's permission. Conniving with absentees can only do harm.

The system of material and moral incentives must be directed toward strengthening labor and technological discipline. In accordance with the law, at associations, enterprises, and construction sites, persistent absentees and drunkards have their leave reduced by the number of days lost through their fault, violators of labor discipline are transferred to low-paid work, and they are deprived of bonuses. This must be put into practice everywhere.

Life sets major tasks for every economic leader. Those who fail to adopt measures to strengthen order and discipline or to organize reliable accounting of losses of time must also be deprived of bonuses for the basic results of work. If a leader is unable or unwilling to ensure proper discipline in the sector in his charge, this means he is not coping with his duties.

Hiccups in the production rhythm are not infrequently caused by the incorrect distribution of the annual target over the quarters and months. An excessively large share is transferred to the last quarter, or even to December. The trusts of the USSR Ministry of Heavy and Transport Construction and other construction ministries, for instance, suffer from this. At a number of industrial enterprises half the monthly plan is carried out in the last 10 days of the month. This unsuitable practice must be stopped, along with last-minute spurts and overtime, and ultimately we should work more efficiently and ensure high quality output.

To ensure smooth work it is important not to let down associated enterprises, but to fulfill their orders in full and on time. It is time for the limit on the percentage of deliveries disrupted to be abolished. In its time, its introduction was justified. Now that 26 industrial ministries are working under the experimental conditions and the machinery of relations among them is better organized, the limit on the percentage of deliveries disrupted is an anachronism. Orders must be 100 percent fulfilled. In order to strengthen delivery discipline, no sector or enterprise should be released from fines for failing to fulfill orders.

It is possible to sharply reduce losses of working time by means of the regular holding of health events in production. Plant "health shops" should be further developed, physical culture and sports should be encouraged, and the working people's leave and leisure should be skillfully organized. Order must also be imposed in the issuing of certificates of temporary unfitness for work, and cases where someone who is drunk has a sick note must be eliminated.

Party, soviet, trade union, and komsomol organizations are called upon to constantly bear in mind questions of strengthening order in production and to rely more extensively in this work on labor collectives and people's opinions and initiative. Here the communists, above all, are called upon to set an example. They must lead the rest.

The all-around strengthening of order at all levels of production will help to ensure the most successful completion of targets for this year and the 11th 5-year Plan as a whole and a fitting greeting for the 27th CPSU Congress.

CSO: 1828/180

LABOR

PRAVDA EDITORIAL URGES BETTER USE OF WORKING TIME

Moscow PRAVDA in Russian 22 May 85 p 1

[Editorial: "Conserve Every Working Minute"]

[Text] Intensification of the economy is the principal direction being followed in further developing the country's productive forces. And here it is very important to fully utilize all intensive factors, and, above all, a thrifty attitude toward working time. Experience in organizing labor at the leading enterprises of Moscow, Leningrad, Sverdlovsk, Ivanovo, and other cities testifies to the fact that where emphasis is placed on the economical utilization of working time, as a rule, steady achievements and a higher labor productivity are attained, while other resources are used more fully and thriftily.

Reserves of working time are still far from being exhausted. In order to put them into operation fast and effectively, it is necessary to improve the methods of organizing and administering production, to create a favorable creative climate, and to mechanize onerous manual operations more rapidly. For example, the certification and optimalization of the work places at the Dnepropetrovsk Combine Plant imeni K. Ye. Voroshilov has lightened the labor and increased its productivity, while every hour of working time has begun to be utilized more fully. The personal example of the manager also signifies a great deal. If the chief of a shop or section or a foreman fails to show an example of operational efficiency and precise care in his work, then it is difficult to expect a thrifty attitude toward working time on the part of his subordinates.

Group forms of organizing work and providing incentives for it have allowed us to significantly reduce the intra-shift losses of working time, to consolidate it, and to increase smoothness in labor. These achievements can be developed if we deepen the cost-accounting attitudes within the primary cells of production and equip all the workers with solid economic skills. Such training has been set up well, for example, at the Solikamsk Paper-and-Pulp Combine. This group's experience with regard to the economical utilization of wood raw material, fuel-energy, and other resources has been approved by the CPSU Central Committee. During four years of the present five-year plan the Solikamsk workers produced 1.6 billion square meters of paper from conserved raw material; moreover, they conserved 62.7 million kW-hours of electric power. And, of course, the conservation of material resources also leads to economies in working time.

Nevertheless, losses of working time in the national economy because of latenesses, unauthorized absences, and leaves with administrative permission did increase last year. As was previously the case, they were great in the construction sub-divisions, in motor-vehicle and railroad transport, as well as the coal industry. Drunkenness is often the cause of such losses, the lowering of labor productivity and its quality. That is why the struggle against alcoholism must be combined more closely with a complex of other measures, directed at strengthening good organization, discipline, and order.

We must more actively introduce the experience of the leading groups, where they know how to conserve every working minute, make broader use of the rights granted by the laws of the USSR to labor groups, skillfully combine moral and material incentives. And those enterprises are proceeding correctly where the managers do not stint on kind words addressed to those who serve as models of a conscientious attitude toward labor, toward precisely performing one's duties. On the other hand, they draw attention not merely to latenesses or unauthorized absences but also take aim at those who like lengthy tea-breaks or those who are inclined to do their own personal handiwork during working time.

The most important means of optimally utilizing working time was and remains the scientific organization of labor, firm technological discipline, and the uninterrupted delivery of material and technical supplies. Of course, we must not forget, in this connection, the fact that lying at the foundation of any type of production discipline are the self-discipline of the laborer and his personal responsibility for the task entrusted to him.

It is precisely such an approach which comprises the foundation of instilling discipline at the Kaluga Radio-Tube Plant. A flexible schedule of working time has assisted the group in conserving many thousands of man-hours which had formerly been lost due to unauthorized absences and latenesses. The flexible schedule also entails great conveniences for the laborers themselves, allowing them to better evaluate and more rationally dispose of both their working and their personal time.

The party, trade-union, and Komsomol organizations of enterprises and associations have been called upon to decisively oppose rush work and idle times, as well as the uncontrolled use of overtime work. Smooth work provides not only convenience for people but also a high yield from each minute. This will aid the group in carrying out the agreements to deliver items in accordance with the complete products list and within the strictly designated deadlines, as well as in shipping out and delivering goods on time, along with paying out bills accurately.

In setting things in good order on the production line there are no details too small. Everything is important here. And particularly the initiative of the workers themselves. For example, at the Don Mechanical Plant in Tula Oblast the group expressed itself in opposition to holding various sessions and conferences during working time. It was supported by the directorship and the partkom. And in the Don Party Gorkom a rule such as the following has been approved: Communists should not be called away from work for various kinds of discussions and conferences, while the committee members themselves should study the actual state of affairs more profoundly in the localities.

At the same time it is important to reinforce the instituting of order on the production line by the optimal organization of the social-everyday infrastructure. There was a time when the drivers of urban transport in Perm and other cities used to compete among each for saving the time of passengers, in getting them to their work places and back in good time. Why not revive this fine tradition? A great deal for economizing on working time could be provided by a more precise coordination between the hours of operation of municipal services, trade enterprises and public-dining establishments, as well as those providing health care.

Party, soviet, trade-union, and Komsomol organizations, along with economic managers in the localities must steadily and consistently achieve the implementation of the principal positions of the April (1985) Plenum of the CPSU Central Committee, directed at strengthening discipline, legality, and order in all spheres of society's life. This is a matter for everyone, and, above all, for the Communists. A thrifty attitude toward each working minute will permit us to conclude the five-year plan in a worthy manner and to greet the 27th CPSU Congress with new successes.

2384

CSO: 1828/157

## LABOR

### UTILIZATION OF 'HOME WORKERS' URGED TO INCREASE LABOR FORCE

Moscow. IZVESTIYA in Russian 1 Jun 85 p 2

[Article by S. Troyan, IZVESTIYA correspondent, Zaporozhye: "Home Workshop Production" under the rubric: "Attention: Experience"]

[Text] Home work is capable of returning thousands of urban and rural residents to an active life of work. How should working at home best be developed?

To start with--and for clarity--a few statistics: more than 300,000 retired people and invalids live in Zaporozhye Oblast. Only one in three continues to work at enterprises or organizations. There are also more than 16,000 women not employed in social production, of whom two-thirds have minor children.

Thus, if one were to suppose that of all the 200,000 people who have earned their retirement, only one in ten would agree to work--their state of health and certain organizational conditions permitting--it becomes clear what a huge labor reserve there is in the oblast. To this number one can confidently add in a good half of the aforementioned 16,000 representatives of the fair sex.

"In addition to this, one could recruit for work a minimum of 30-35,000 pairs of very skillful hands," concluded T. Yegorova, senior economist at the Obispolkom Department for Utilization of Labor Reserves.

And now let us contrast this figure with another: in the Ukraine there are 35,000 home workers--workers, as the dictionary explains, who carry out work assigned to them by an enterprise, or who work for a home cooperative. It turns out that in one oblast of average population alone, there are enough home workers who wish to work, as there presently are working in the entire republic.

For now the only home labor combine for domestic services in the Ukraine is operating in Zaporozhye. It was set up as an experiment, but over a period of several years convincingly proved its need to exist.

For all these years the enterprise has been headed by T.M. Artyukhova. "We had to start from zero, as they say," says Tatyana Mikhaylovna. "We had neither the people, nor the accommodations, nor transportation. I went

into the personnel department at the Indposhiv [disabled persons' garment-making and mending] factory, of my former garment-making association. There I took down the names and addresses of experienced seamstresses who had recently retired. I went around to their homes and tried to persuade them. "Of course it's not easy for you to work on the production line," I would say. "But you can surely sew light articles for a few hours a day and do it at home." Many agreed with me. They allocated several sewing and knitting machines to us, and gave us waste yarn. In the professional lexicon they are known by the term "short ends"; among ourselves they are called "snarls". And so we started to untangle these remnants--both those from tangled yarn and those no less knotty problems which arose in connection with setting up the new enterprise. As a rule they now give us good yarn. But, unfortunately, there are still plenty of organizational "snarls".

And what do the home workers themselves think about their business?

V. Mayboroda: "I live in Khortitskiy, a new microregion. There are not yet many enterprises here which need female employees. But even if there were such enterprises, I'm sure that not every one of us, mothers with many children, would consent to the work regime they would offer. I have three daughters and four sons--the oldest is ten. For me, a home labor combine is just the thing. I manage to find six hours a day to work at my "Neva" knitting machine. And there is still another plus: the children now do not only see me in the kitchen, and are happy to help me with my work."

I. Urban: "Several years ago I was forced to give up my profession as a construction worker for reasons of health. I used to sit at the window in my wheelchair and stare out on the street... But last year I learned of a special combine which was operating in the city. And I decided to master the profession of knitting. I received my lessons right in my own apartment and now I am making children's articles--and not badly if I do say so myself. Twice a month they bring me yarn and pick up the finished products. I work four hours every day, and my life has become much more interesting than it was."

Ye. Koroleva: "I couldn't get used to being idle. During the war I was a nurse, and was discharged with the rank of senior lieutenant. The entire collective of the medical section at the "Motorostroitel" Association saw me off when I retired. I've never been especially good with my hands, but I became a home worker, and I've learned to sew. I've come to like it. And the 70-80 rubles per month is a nice addition to my pension."

Marina N.: "I got a job at the home labor combine after being dismissed from another job, and after a long break. The reason? My son is one of those adolescents they call 'difficult'. I'm very happy to be returning to a life of work. I've managed to put my lad on the right path; after all, I really never let my eyes off him. And what's more, our combine helps its workers repair their living quarters, and provides trips to sanatoria and rest homes."

The Zaporozhye Home Labor Combine employs just under 600 people. There are work positions for 350 skilled workers at their apartments. Another 200 people work right in the shops, workshops and sections of the enterprise.

Some of these cut out materials or do the finishing work on articles sewn at home; others distribute raw materials and supplies to the homes, and pick up the finished products; the concern of a third group is to sell the manufactured goods. Fifty people are white collar workers or engineering and technical workers. As the practical experience of the Zaporozhye people has shown, working at home is one of the most flexible and efficient forms of increasing output of consumer goods. The "conveyers" of such enterprises can be easily changed and can be assigned to produce fashionable articles. And developing home labor does not require significant capital investments. The profitability of production at the Zaporozhye combine has increased over a six-year period from 8.5 to 40-plus per cent. During this time the enterprise has received over two million rubles in profits.

And still, working at home is developing at a slow rate. One example: It had been supposed that by 1981 about a thousand people would be working at the combine. It's already 1985, and they, the home workers, don't amount to much more than half that number. But why?

There are several reasons for this. First of all the enterprise is unable to furnish all its potential seamstresses with machines of the "Chayka" type, with electrical attachments, nor the knitters with machines of the "Neva" or "Severyanka" type. The workers are forced either to wait or to purchase their own machines. Secondly, the supply of spare parts for these simple machines is terrible.

Transportation has a special role in working with home workers. But in spite of the demands of the government of the republic, Gosplan UkSSR, Gossnab, and the ministries and departments are in no hurry to supply the specialized enterprises with light trucks. As, for example, with raw materials and supplies.

"In my opinion," the Senior Inspector of UkSSR Goskomtrud [State Committee for Labor and Social Problems], N. Ruban, said to me, "the rights of the home labor combine are unjustifiably limited. Over a six-year period, out of a net income of two million rubles, only 110,000 rubles have been authorized for developing production. Does it cost so much to withdraw funds from an enterprise which is only beginning to stand on its own feet?! I am firmly convinced that if Minbyt [Ministry of Consumer Services] UkSSR would take a somewhat different approach to this important matter, the collective of the Zaporozhye combine would grow significantly, and there would already be other such enterprises in other oblast centers..."

The problem of selling the products is still quite complicated. Whereas an enterprise of local industry which also employs home workers has no such problems, because they have a partner--trade, the home workers must not only make the article, but must also sell it themselves. The Zaporozhye home labor combine used to have several trade points near the "busy places" in town, but the administrators of the department stores and major stores saw them as their competitors and asked them to "clear out of the territory".

"We have several stalls at the markets," says Chief Cashier N. Prus, "but the militia does not allow us to trade there."

The home workers do not need tents and stalls; they need their own company store.

From all of this it is clear that there are many "trifles" in the status of the home labor combines which have not been thought out completely. There are still quite a few organizational "snarls" here. One would think it's time to put an end to them, in order to assist the development of a useful business.

9006

CS0: 1828/156a

## ROUNDTABLE ON COOPERATION BETWEEN SCHOOLS, INDUSTRY

Moscow SELSKAYA ZHIZN in Russian 25 Apr 85 p 3

[Article by G. Piskarev: "The School and Industry: Unity of Action"]

[Text] It was stated at the April (1985) Plenum of the CPSU Central Committee: "We have begun a school reform, whose importance to our country's future it would be hard to overestimate. What is called for now is to proceed, not routinely but substantively, to the tasks assigned, and to make major improvements in the instruction and indoctrination of the rising generations and in their training for socially useful labor." Further strengthening the links between school and industry is recognized as one of the most important provisions of the reform. Enterprises, and in the countryside, kolkhozes and sovkhozes, are the long-time partners of pedagogical collectives. But the reform has, so to speak, helped them to open up to each other anew, and to cast light on their common cause from new angles. If the partners have made joyful discoveries, there have also been difficulties and claims on both sides. Some advances have been made that have not yet been closely looked at. To discuss the nature of present-day interrelationships between basic enterprise and school, and more clearly define their activities the editors called together representatives of the ministries and departments concerned, directors of industries and schools, and specialists.

Participating in the roundtable were: Yuriy Petrovich Averichev, chief of the Administration of Labor and Vocational Training of the General Education Schools of the USSR Ministry of Education; Sergey Makarovich Aleshin, deputy chief of the Administration of the Financing of Culture and Health of the USSR Ministry of Finance; Anatoliy Ivanovich Volgin, chairman of the Moscow Oblast Committee of People's Control; Sergey Timofeyevich Guryanov, professor at MGU /Moscow State University/; Robert Iosifovich Dylba, chairman of the Latvian kolkhoz Taurene; Boris Aleksandrovich Maksimov, chief of the Administration for Training the Cadres of Mass Professions of the USSR Ministry, of Agriculture; Ivan Vasilyevich Salygin, director of the Smolensk Mankovo Sovkhoz; Viktor Vasilyevich Simonov, chairman of the council of the Novgorod RAPO [rayon agro-industrial association] of Kirovograd Oblast; and Nikolay Yefimovich Strelets, director of Ramon Secondary School No. 1 of Voronezh Oblast.

## THE BASE OF POLYTECHNIC EDUCATION

"One of the main tasks of the school reform, which the party has called an integral part of perfecting developed socialism, is radical improvement in labor indoctrination and instruction, in the vocational guidance of youth and in training them for labor under the conditions of the scientific and technical revolution," said Yu. P. Averichev. "This literally involves everyone, and especially labor collectives. Where previously relations between schools and industry were what could be called voluntary in nature, they have now become a matter of obligation. Kolkhozes and sovkhoses are not merely patrons of schools, helping them and cooperating with them, but as basic enterprises they must be on a good footing to provide labor instruction and indoctrination to students.

"Industry and schools have built up quite a rich experience of interaction. There are training-production brigades that have been operating for many years in the fields of kolkhozes and sovkhoses. Even before the reform, 23,000 rural schools were teaching young people about tractors and the fundamentals of agricultural technology and animal husbandry.

"So what is the difference between then and now? Namely, that productive labor and vocational training have become obligatory, universal and permanent, and provided with an instructional plan. This calls mainly for a material base, which many schools do not yet have. The well known decree of the CPSU Central Committee and the USSR Council of Ministers dated 12 April 1984 on 'Improving the Labor Indoctrination, Instruction and Vocational Guidance of Students, and Organizing Socially Useful Productive Work for Them' has solved these problems. It precisely and clearly outlines the obligations of basic enterprises to set up the following at schools, UPK [industrial training centers], and right in industries, with the status of structural subunits: training units, plots, workshops, permanent work and rest camps, and field stations, and also to set up separate workplaces, allocate the necessary equipment and materials, and provide technical and economic support for these subunits.

"The schools in turn, are undertaking the pedagogical direction of vocational training.

"Reform has thus made an important statement: school and basic enterprise have a common responsibility."

"To be sure, the time has come for especially close cooperation between school and industry," said B. A. Maksimov, USSR minister of agriculture. "More than 34,000 kolkhozes and sovkhoses, in their capacity as bases, have established links with schools. There have been set up more than 30,000 training-production rooms and school workshops, as well as classes on tractors and trucks and the fundamentals of agricultural technology and animal husbandry. Practically all rural schools have introduced intensified labor instruction for their upperclassmen. More than 700,000 instructional workplaces have been set up for these purposes. Where the training brigade used

zation and automation, and of strict labor organization and discipline, keeping in mind that the level of today's production determines the level of the worker of the future."

"That's true. It is very important how we deal with the younger generation," stressed I. V. Salygin. "It must be admitted that, while we encourage the young to stay in their native villages, we sometimes offer them unattractive work that does not match their knowledge, and training that harkens back to our own times."

#### THE STUDENT'S WORKPLACE

"Let's consider the students' labor training," proposed R. I. Dylba. "No matter how hard it is to acknowledge it, far from all of our general education schools are making it possible for children to work on their own. The training-production brigade is the exception. Therefore, in the interests of more rational labor training for upperclassmen we are suggesting that as an experiment deviations be allowed from the training plan — eight work hours per week concentrated in four successive work days. With the existing system time is lost on giving directions and issuing tools and materials. In a word, you could lose a day. Setting up workplaces will eliminate many of these problems. Unfortunately this method is not yet widely known."

"Our experience may be of interest to you," commented school director N. Ye. Strelets. "We have 218 youngsters studying in the 8th to the 10th classes in our school. Jointly with the management of the Ramonskaya Poultry Plant we arranged for them to perform regular productive labor in the enterprise's workshops and sections. This turned out to be no easy matter. We had to carry out explanatory work with the upperclassmen and their parents and with the specialists and managers of workshops, sections and brigades, and to undertake a number of organizational steps."

"Following a jointly held conference attended by upperclassmen and poultry plant specialists, for one month, and on a schedule approved by the director of the basic enterprise and coordinated with the school, we familiarized the students with the rules of internal procedure, poultry processing and equipment, safety equipment, etc., after which the poultry plant management issued the order for the students to start work. Separate training workplaces were set up and furnished at that time. For the boys there were: three in the electrical shop, six in the mechanical equipment repair department, four in the packing department, and two in the department for the technical preparation of workshops. All the workplaces were supplied with the required tools and first-aid kits and clearly displayed signs on the organization and observance of the rules of operating safety. On the same procedure, workplaces were set up in the slaughter, broiler, and other workshops where the girls were employed."

"And so every day after classes, and in accordance with the schedule, the young people go to the basic enterprise. They are already well acquainted with their permanent workplaces and with their organizer-instructors, and on getting their specific assignments they begin organized work at 1400 hours, for a period of three to four hours."

to be in the field mainly for sowing and harvesting, it has now generally been converted to a yearround cycle. This makes it possible to show the students the entire manysided scope of the work, and for them to take a realistic approach to the choice of a specialty. There are now more than 48,000 training brigades with 3.2 million students operating in the country. A new statute on the training-production brigade will be published soon, which will confer on it the status of a structural subunit of a basic enterprise, and new school programs will be adopted that will define how best to organize and utilize time allotted for labor instruction and socially useful labor."

Joining the discussion, sovkhov director I. V. Salygin said: "As a sovkhov director, I still do not fully understand how a basic industry is to provide material support for labor training. Even today it is not unusual to have to do this by resorting to all kinds of finagling. For example, what funds are there for building or renovating schools, or how can facilities and equipment be turned over to them?"

"I can answer that," replied S. M. Aleshin, a representative of the USSR Ministry of Finance. "The Statute on the Basic Enterprise allows industry to turn over to a school at no cost facilities, implements and materials to furnish workshops, and laboratories and rooms for instruction, to charge the costs of building and equipping schools to above-plan earnings, and to spend for training during the school year a portion of the money allotted to the enterprise for capital overhaul and routine maintenance."

"That is all very well when a kolkhoz is profitable, rather than running at a loss, as ours is for example," stated R. I. Dylba, chairman of a kolkhoz. "The strong can easily purchase equipment. But what about a basic enterprise that is just getting by from hand to mouth?"

"Those industries may turn over to schools at no cost anything they have: machine tools, motors, implements, tools and materials for training workshops and rooms. The costs are written off by reducing authorized capital," explained S. M. Aleshin.

"But it is still difficult for economically weak industries to solve these problems, since they cannot get by without bank credits even to resolve matters related to their basic economic activities," said V. V. Simonov, chairman of a RAPO council. "What is needed here mostly is to direct funds to build up the material base by way of national education facilities, and to extend bank credits to kolkhozes and sovkhoses, naturally on the basis of planning and budget documents. I believe that central capital funds must be used for these purposes even by way of a rayon agro-industrial association."

"There is still room for more active cooperation with the school," A. I. Volgin, chairman of an oblast committee of people's control, added to the previous speaker. "Draft plans for the socioeconomic development of labor collectives are now being put together for the 12th Five-Year Plan. I think it would be proper to include a section in the draft to show the entire work of a labor collective to implement the school reform. It is obviously also necessary to improve the work of increasing the level of production, mechanization for a period of three to four hours

"Every workshop keeps individual records of all upperclassmen's labor contributions, which stimulates them to conscientious and productive labor, which, by the way, is paid. In the first three months of this year the young people have earned more than 3,000 rubles. And here is what they have accomplished. The boys alone have installed 600 lamps, made more than 150 electric coils, 1,000 metal feeders and more than 1,200 bins for meat products, and they have performed a number of other jobs required by the firm. There is another important matter. In three years the students will go through all 11 of the plant's workshops, thereby giving each of them a real choice of his future specialty.

"I would like to mention one more point. There is no shortage of personnel at the poultry plant. Nonetheless, the director, V. I. Denisov, has crammed his workers together to provide space for the students. And he acted very wisely. He is thinking of his firm's future. Under these conditions you can be sure that the youngsters will develop into real workers. I would say, moreover, that the presence of the youngsters also has a good effect on the adults by obliging them to act appropriately and work as they ought to."

#### PLANS FOR THE NEW FIVE-YEAR PLAN

"Nikolay Yefimovich has told us of a very interesting experiment," remarked Professor S. T. Guryanov. This experiment is good evidence of how important it is to construct the work of labor indoctrination sensibly and thoughtfully, and to put the interrelations between school and basic enterprise on a businesslike, and I would say, scientific foundation. If this were done everywhere and reliably we would not be experiencing any particular shortage of personnel for the mass professions. Because young people would then be choosing what they had already tried out. Research carried out by the philosophy department of the science faculties of MGU /Moscow State University/ shows that today a large number of students are bent on continuing their studies in higher educational institutions and going into the professions of artist, actor, theoretical physicist, etc. But society certainly does not need that number of artists....

"We have also carried out serious research on such topics as: how satisfied are graduates with their work, the degree to which it is mechanized, the organization of production, their pay, etc. And there is much more to be done here.

"As already mentioned, our country is now drawing up the plans for socio-economic development for the next five-year plan. It is very important to coordinate these plans in the context of the school reform and to set out the school program in the activities of enterprises, kolkhozes and sovkhoves. The school must have a direct role in formulating this. The time has also come for the schools to have their own plans. Five-year-plan activities will thus become a collective agreement, which, as we know, is the rule for industry."

/Soviet society and our government have assumed the responsibility to educate our country's young citizens and prepare them for life. The farsightedness of the school reform consists precisely of its aim to bring education as close as possible to labor indoctrination. And this must be done as early as possible, and not when "the son has outgrown his father's clothes." A man's character and his civic maturity are mainly molded by productive, collective and meaningful work and by money earned honestly and with his own hands. And much remains to be done at school and in the basic enterprise so that youth will grow in the understanding of work as the meaning of life./

12697

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## LABOR

### IMPORTANCE OF CERTIFICATION IN RAISING LABOR PRODUCTIVITY

#### Role of Certification in Intensification

Minsk NARODNOYE KHOZYAYSTVO BELORUSSII in Russian No 5, May 85 pp 18-20

[Article by A. Fomich, chairman of the Belorussian SSR State Committee for Labor: "Certification--a Step toward Intensification"; passages enclosed in slantlines printed in boldface]

[Text] The triumphant spring month of May is being greeted around the country. Just one-third of the final year of the five-year plan has passed, but the first results have already been tallied, and we have already started to work toward fulfilling the vigorous labor pledges honoring the 27th CPSU Congress. The republic's industry is meeting its plan quotas confidently, and agricultural workers are doing a good job of carrying out the sowing campaign, thus laying a solid foundation for the fall's harvest.

The past months were characterized by mass socialist competition for successful fulfillment of state plans and socialist obligations. The new heights that our republic is supposed to reach by the 12th Five-Year Plan begin, after all, with organization and discipline, a thrifty and economical approach to the consumption of raw materials, a campaign for high product quality, a search for reserves, extensive utilization of progressive methods, and introduction of new technology; they begin at every job site--wherever machine tools and furnaces are in operation, in the fields where grain is growing, and in scientists' laboratories.

/One of the most important directions in the competition is rational utilization of labor and increasing labor productivity./ In a speech at a republic-wide meeting of party, soviet, trade union, and Komsomol workers honoring the presentation of the Challenge Red Banner of the CPSU Central Committee, the USSR Council of Ministers, the All-Union Central Council of Trade Unions, and the Komsomol Central Committee to the Belorussian SSR, N. N. Slyun'kov, first secretary of the Belorussian Communist Party Central Committee, stressed that in our republic this task is becoming more and more urgent. In 1984 the increase in labor productivity accounted for 86 percent of the growth in industrial production. This is lower than the country's average. That means that we need to step up our work in this direction. And we do have a standard to match. Industry in the city of Minsk managed to increase output without increasing the number of industrial and production workers.

The capital of Belorussia, and the republic as a whole, were awarded the Challenge Red Banner of the CPSU Central Committee, the USSR Council of Ministers, the All-Union Central Council of Trade Unions, and the Komsomol Central Committee for achieving high indicators in the All-Union socialist competition and for successful fulfillment of the State Plan for Economic and Social Development in 1984. Through their labor results in the first quarter of this year the people of Minsk are proving that they are worthy of this high honor. There was a 5.6 percent increase in labor productivity in industry, while the plan called for a 4.1 percent increase. There was an increase in production output with a decrease in the number of workers. Sales exceeded the plan by more than 26.2 million rubles.

/The experience of labor collectives in Minsk and at other leading enterprises in the republic that are described in this issue should become a universal factor and an effective reserve in the campaign for certain fulfillment and over-fulfillment of the quotas of the annual plan and the five-year plan and for the creation of a reliable foundation for successful work in the next five-year plan. The demographic situation in the country is such that in coming years the entire increase in the national income for all practical purposes will have to come from increased labor productivity. For this reason it is important to make the most effective use of the existing production and technical potential, manpower, material, and financial resources, and the experience of the personnel.

The certification of job sites based on scientific organization of labor that is now being carried out in labor collectives, in addition to the work being done to rationalize and balance the number of job sites with respect to the availability of manpower, is helping more than anything else to increase the output from each hour of work time and from each piece of equipment. The method developed at the Dnepropetrovsk Combine Plant, which has been approved by the CPSU Central Committee, has already been applied at enterprises in various sectors of the republic's economy. Many labor collectives have achieved positive results using this method: the machine shift coefficient is rising, the capital-output ratio is improving, job sites that do not meet the demands of scientific organization of labor are being eliminated, along with surplus and obsolete machine tools and equipment.

/The authors of a number of the articles published here note that implementation of certification, like any new project, is running into considerable organizational problems./ These problems must be resolved effectively. The most important thing is that the workers themselves have a vital interest in job site certification. They are far from indifferent about the input of labor and effort that is used and the working conditions under which production quotas are met. The work that is being done will make it possible to improve product quality, raise production standards, and improve working conditions, it will help create a better psychological climate in collectives, and on the whole, it will open up opportunities for further increases in labor productivity in each job site.

Extensive job site certification and rationalization work is being carried out in the republic. During the course of this work comprehensive evaluations are

being made of the status of each job site and its working conditions, opportunities for increasing the output in job site are being sought, and human resources are being freed up. In the final analysis certification is a good way to increase over-all production efficiency.

As practice shows, however, a number of ministries and departments are not working energetically enough on this project. Some labor collectives have taken a perfunctory approach to this work, and in their race for high percentages they certify job sites that do not meet the necessary standards.

All certification work must be carried out in a more organized way, and an effort must be made to see that people take a conscientious, creative approach to this work.

In the 12th and 13th five-year plans some unfavorable conditions will develop in the republic with respect to providing national production with manpower resources. This problem can be solved only on the basis of a significant increase in labor productivity and more rational utilization of the work force. We can solve this problem using the job site certification system. The goal is to eliminate about 100,000 job sites at existing enterprises and organizations between 1985 and 1990.

It is common knowledge that we have a large surplus of job sites at the same time that we have a shortage of manpower. The gap between the actual number of people working and the staff charts leads to negative consequences, such as lower requirements with respect to the worker's skill level, discipline, and performance, less intense labor, and so on. Estimates have shown that if the job site surplus reaches 5 percent, the machine shift coefficient in industry drops 17 percent below the norm, the service zone drops 19 percent, labor intensity drops 20 percent, manpower turnover rises, equipment idle time doubles, and wages increase by 38 percent. If one considers that according to the available data, the job surplus in the first shift throughout USSR industry as a whole will reach 12 or more percent of the total, it is not difficult to imagine the immense loss this represents in the economy.

Job site certification essentially means determination of the organizational, technical, and economic characteristics of the job site, and on the basis of progressive decisions and norms, how the job site meets labor productivity requirements. What is fundamentally new about job site certification is that a comprehensive, all-round approach is taken to the evaluation of the job site on the basis of technical, manufacturing, organizational, economic, and social factors. The workers' general educational and vocational training level, their social and labor activity, the forms of labor organization, the status of labor norms, and other factors are taken into account. The final goal of certification is to identify superfluous and inefficient job sites, in addition to job sites that must undergo rationalization and modernization to raise their organizational, technical, and economic level--by introducing progressive solutions in the area of technology, manufacturing methods, labor organization, working conditions, and a maximum reduction in heavy and manual labor.

These measures promote specific work aimed at training personnel and improving their skills, and they make it possible to take actual production demands into

account more fully, which in turn helps make better use of the republic's labor potential. In addition, certification makes it possible to improve working conditions, identify those jobs that could be performed by retirees and disabled people, and to make more extensive use of shorter workday schedules, which would mean that additional manpower resources could be drawn into the national economy.

Job site certification must be carried out systematically in all the various structural subdivisions once a year, as a rule, at times established by the head of the enterprise. Experience shows that this work is usually carried out during the fourth quarter.

The primary characteristics, or directions, on which certification is focused are established in intersectorial and sectorial recommendations.

All the indicators that describe a given job site are evaluated on the basis of approved standards and intersectorial, sectorial, and progressive plant and factory norms. In the absence of norms, an experts' evaluation is used, in which it is necessary to take into account domestic and world achievements and the foremost experience that has been gained in the given sector.

An inventory of each job site is taken prior to the certification process.

A plant-wide commission, headed, as a rule, by the chief engineer, is created to conduct the inventory, certification, and rationalization of job sites in the given association or enterprise. Similar commissions are created in shops and other subdivisions.

Depending on the results of the certification process, the plantwide commission makes one of the following decisions: the job site meets progressive requirements; the job site must undergo rationalization; the given job site must be eliminated. If the decision is made to eliminate a particular job site, the commission also determines the expediency of creating another job site that meets contemporary requirements.

As experience shows, when thorough preparations have been made this process does not take very much time. At the Dnepropetrovsk Combine Plant certification is carried out simultaneously throughout the entire plant over the course of a week, which makes it possible to obtain data on the status of the plant as a whole, and each job site in particular, in a short period of time.

The results of the certification process are confirmed by the director of the enterprise.

How is certification being organized in the various sectors?

This work is being carried out especially energetically at enterprises under machine building ministries--the Minsk Tractor Plant, Belorussian-Minsk Motor Vehicle Plant, Mogilev Elevator Machinery, and "Atlantis" production associations, the Mogilev Construction Materials Machinery Plant, the Minsk Motorcycle and Bicycle Plant, and some enterprises in other sectors. The Minsk

Tractor Plant Production Association has gained a good deal of experience in certification. All the job sites in the "Atlantis" Production Association have undergone certification. Based on the certification results, 88 job sites are to be cut and 111 people freed up. Over 50 percent of the job sites at the Orsha Flax Combine, the Mogilev Flax-Weaving Factory, and the Gomel "Komintern" Sewing Production Association have gone through certification.

A great deal of organizational work is being done at many enterprises, including meetings in collectives, discussions, and the organization of classes to study the goals, tasks, and recommendations in normative and other documents on carrying out certification. For example, a 14-hour program of classes was held at the Baranovich Knitted Goods Factory on the organizational and methodological bases of certification.

There are many other positive examples of certification work that is being done. The Belorussian SSR Ministry of Local Industry stands out among the various ministries and departments because of its well-organized and efficient certification activities. This is the only ministry where certification work in 1984 was carried out on the basis of a plan. At the end of last year an inventory was made of the job sites at all the enterprises under the Ministry of the Construction Materials Industry and the Ministry of the Forestry Industry, and at 44 enterprises under the BSSR Ministry of Light Industry.

At the same time, a number of ministries and departments have been very slow to carry out the instructions of directive organs. In November and December 1984 alone the republic's Ministry of Installation and Special Construction Work, the State Committee for the Supply of Production Equipment for Agriculture, the Ministry of Light Industry, the Ministry of Rural Construction, and the Ministry of the Fruit and Vegetable Industry issued decisions regarding the organization of this work.

The Main Administration of the River Fleet, the Ministry of Motor Transport, the Ministry of Highway Construction and Maintenance, and the Ministry of the Fuel Industry have been delaying the development of sectorial recommendations, even though intersectorial recommendations confirmed by the BSSR State Committee for Labor were sent to them in August 1984.

A survey taken last year by the State Committee for Labor and the Belorussian Trade Unions Council of over 60 enterprises showed that at many of them the certification commissions are doing a poor job, and one out of six does not even have a plan. Over 20 percent of the enterprises surveyed had not initiated any work to take inventory of and certify the job sites; these included the Minsk Fine Cloth Association, the Slonim Winemaking Plant, the "Grodzenskiy" Fish Hatchery, the Vitebsk Meat Combine, the "Redkiy rog" Peat Enterprise, the Mogilev Veterinary Preparations Plant, enterprises under the Gomel Oblast Grain Products Administration of the BSSR Ministry of Procurement, the "Prothesis" Production Association, and many others.

As a result, one of the most labor-intensive operations, taking inventory of the job sites, has not been completed. This can lead to excessive haste and a perfunctory approach to this extremely important task. There are already examples of this. At the Belorussian Municipal Machinery Repair Plant under

the BSSR Ministry of Housing and Municipal Services, 126 of the 128 job sites inventoried have been certified in accordance with the standard requirements and progressive methods, all the jobs at the Bogushevsk Forestry Enterprise have been certified, along with 36 of 37 job sites at the Kalinkovich Forestry Enterprise and 39 of 40 at the Beshenkovichi enterprise.

Of the 537 and 149 job sites certified at the Gomel and Grodno meat combines, respectively, no superfluous job sites were identified, and no job sites were singled out in which modernization would be inefficient. The same situation occurred at the Mogilev Metalworking Production Association, 11 forestry enterprises, the Drogichin Tractor Repair Plant, the Dzerzhinsk Spare Parts Repair Experimental Plant, the Vileyka Repair Plant under the BSSR State Committee for the Supply of Production Equipment for Agriculture, and a number of other enterprises where the results of job site certification and rationalization do not call for personnel to be freed up and do not call for measures to increase the machine shift coefficient and utilization of equipment and to improve the capital-output ratio.

The experience of job site certification at Minsk Gas Treatment Plant No 11, the Minsk Motorcycle and Bicycle Plant, the "Atlantis," Minsk Tractor Plant, and Belorussian-Minsk Motor Vehicle Plant production associations, and other enterprises, shows that the number of job sites subject to elimination represents between 2 and 5 percent of the total. Some of them are replaced by other job sites that meet contemporary standards.

In a number of sectors certification work is being held up because enterprises do not have the necessary normative documents for certification, such as the All-Union State Standard, the Sectorial Standard, sanitary norms and regulations, norms for industrial planning, intersectorial and sectorial norms for labor input, and model plans for organization of labor.

Special emphasis should be placed on providing enterprises with model plans for the organization of labor which would make it possible to determine to a great extent the organizational level of individual and collective job sites. According to an appraisal made by the All-Union Scientific and Methodological Center for the Organization of Labor and Production Management under the USSR State Committee for Labor, practical model plans have been worked for all jobs. In actuality, however, a number of sectors and many enterprises are without such plans.

At the beginning of 1984 in the republic's industrial sectors only 38.4 percent of the job sites were organized according to model plans. At enterprises under the State Committee for Publishing Houses, Printing Plants, and the Book Trade, the Ministry of Communications, the Ministry of Local Industry, and the Ministry of the Construction Materials Industry between 30 and 40 percent of the job sites were covered by model plans; in the system of the Main Administration of the River Fleet this indicator was 3 percent, in the Ministry of the Fuel Industry, 7.1 percent, in the Ministry of Highway Construction and Maintenance, 7.2 percent, in the Ministry of Rural Construction, 10.3 percent, in the Ministry of Industrial Construction, 11.5 percent, in the Ministry of Motor Transport, 12 percent, and in the Ministry of Housing and Municipal Services, 13.5 percent. At enterprises under the BSSR Ministry of Consumer

Services 72.3 percent of the workers are covered by model plans for the organization of labor.

A lack of these documents leads to errors in certification. Job sites with poor lighting and cramped conditions receive a positive evaluation, and there are other shortcomings as well.

It should be pointed out that industrial centers, laboratories, and other scientific organizations involved in labor do not devote enough attention to the development of model plans; the majority of them refuse to do this sort of work and claim that national scientific research organizations should be responsible for the work.

On-site studies of operations showed that at many enterprises the collectives of shops, sections, and brigades are not included in the certification process, and one out of five of those surveyed are not holding the review-competition announced by the Belorussian Trade Unions Council, the BSSR State Committee for Labor, and republic councils of the Scientific and Technical Society and the All-Union Society of Inventors and Rationalizers for the best organization of job site certification. There are already cases in which shop commissions headed by shop foremen not only are not encouraging active work among the collectives, but are not providing objective reports on the state of affairs and are hiding available reserves. Labor collectives of shops and brigades must be drawn into this work so that every worker has an opportunity to analyze the convenience of his own work place and the section served by the brigade, and to study whether it is necessary to make extra movements during the course of his work and whether the necessary tools and equipment are always within reach. It is important for these and other issues to be discussed extensively in the collectives so that broad engineering support will contribute to their resolution.

/While giving a positive appraisal of the work being done at many enterprises and under certain ministries, one must also mention that throughout the republic as a whole the scale of the job site certification and rationalization process aimed at increasing production efficiency falls considerably short of the requirements outlined by directive organs. What needs to be done in order to complete certification at all enterprises by 1 July 1985? Ministries and departments must analyze the state of affairs in the various sectors as quickly as possible and outline a set of priority measures aimed at stepping up this work./

Ministries, departments, enterprises, and organizations must organize the work in such a way that job certification results in the following:

- Identification of work sites that do not correspond to the demands of advanced methods, progressive technical, industrial, and organizational solutions, standards, and social norms; rationalization of those sites and elimination of inefficient sites;

- Formation of a new type of brigade and an increase in operating efficiency; these brigades are to be enlarged, combined units and contract collectives that make maximum use of cost accounting principles;

- Broad introduction and prompt review of technically based norms;
- Implementation of measures aimed at systematic reduction of the labor-intensiveness of production;
- Reduction in the use of manual labor and heavy physical labor in particular and an increase in mechanization;
- Identification of jobs sites with unfavorable working conditions and implementation of measures to replace them or modernize them.

In the process of certification special attention must be given not only to setting up job sites in accordance with model plans for the organization of labor and contemporary technical, economic, sanitary, hygienic, and other standards, but also to making an objective evaluation of how the workers' skills correspond to the technical and economic characteristics of the job, including those jobs that have been rationalized and recently created. One should recall that standards and other normative materials that must be used in the certification and rationalization process should be reviewed regularly (at least once every 2-3 years). The development, compilation, and presentation of these methodological and normative materials are the responsibility of head scientific research and planning and design organizations and centers (laboratories) studying the scientific organization of labor that are also participating in the development of the Comprehensive "Intensification" Program.

The results of job certification and rationalization must form the foundation for all the work involved in the technical re-equipment of production, increasing the machine shift coefficient and the capital-output ratio, improving the management of manpower resources, the coordination of limits on personnel at associations and enterprises, and determining the most expedient ways to utilize the labor of individuals with limited working capacity, such as retirees and women with children, and providing jobs for secondary school graduates, individuals who are seeking temporary employment, pupils in the upper grades, and students in higher education institutions. In 1985 it is necessary to begin introducing the practice of planning and evaluating the balance of job sites and manpower resources.

It would be expedient for the BSSR State Planning Committee, ministries, departments, associations, and enterprises, when planning quotas for capital investments, to earmark funds for new construction and reconstruction only after all the possibilities for increasing production output at existing production capacities have been determined, taking into account rationalization of jobs and technical re-equipment of production.

With the aim of encouraging improvements in the use of existing production capacities and increasing the machine shift coefficient, bonuses for the development and implementation of measures aimed at rationalization of jobs on the basis of certification should also be awarded for the creation and introduction of new methods.

In order to ensure steady job certification work throughout the entire republic, commissions should be organized under oblast soviet executive committees and the Minsk City Soviet Executive Committee that would administer and monitor the certification and rationalization process. These commissions should be comprised of representatives of planning commissions, labor departments, oblast (and city) statistical administrations, leading enterprises, and scientific organizations.

Job placement for individuals who have been released from enterprises and organizations as a result of job certification and rationalization and technical re-equipment should be carried out only through job placement bureaus.

Base enterprises must be identified to carry out the mechanism for job site inventory, certification, rationalization, and planning in the various sectors. Base enterprises for the development and improvement of brigade forms of labor organization and labor incentives can serve as base enterprises in this endeavor.

It would also be useful to set up an exhibit at the BSSR 1985-1986 Exhibition of National Economic Achievements that would illustrate means and methods for leading collectives to achieve high final results in production and social development on the basis of job site certification and rationalization.

The decisions made at a republic meeting of party, soviet, trade union, and Komsomol workers and representatives of labor collectives state that this work needs to be done out not only in industry, but also in construction, transportation, agriculture, and in the nonproduction sphere. Several republic ministries have already begun this work. Those doing the most are the Ministry of Consumer Services, the Ministry of Communications, and the State Committee for Gas Supply. The necessary methodological and normative documents are being drawn up in the Ministry of Motor Transport, the Main Administration of the River Fleet, the State Committee for Material and Technical Supply, and the Ministry of Housing and Municipal Services. In the third quarter the republic's State Committee for Construction Affairs, the Ministry of Trade, and the Union of Consumers' Societies should complete their preparations for certification. The BSSR State Committee for Labor, the State Planning Committee, and the Trade Unions Council are also supposed to take additional measures to provide the methodological foundation for certification in all the sectors of the national economy and to include a wide range of workers in rationalization of job sites.

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### Certification Process in Latvia Detailed

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[Article by V. Chevachin, chairman of the Latvian SSR State Committee for Labor: "Job Site Certification--An Important Means of Increasing Production Efficiency"]

[Text] In the varied work that is being done to uncover and utilize reserves for increasing labor productivity, there are certain directions that lead to the desired effect in the shortest amount of time. One of these directions, which has a direct influence on increasing production efficiency, is the certification and rationalization of job sites.

The importance and timeliness of this work have been clearly outlined in the decree of the CPSU Central Committee on the work done by the collective of the Dnepropetrovsk Combine Plant imeni K. Ye. Voroshilov, which was published in November of last year. The decree states that improvement in the organization of production and labor on the basis of certification and rationalization of job sites is of great national economic importance, is an effective way to implement the course outlined by the 26th CPSU Congress and subsequent plenums of the CPSU Central Committee for increasing the efficiency of the economy, it will help draw workers into the management of production, and it will encourage workers to exercise more fully the rights granted to them in the USSR Law on Labor Collectives.

The experience of the workers at the Dnepropetrovsk plant and other enterprises in the country that followed their example, including some in our republic, has demonstrated that job site certification and rationalization is an organizational form that makes it possible to manage production more effectively, improve the utilization of fixed capital, increase production output with fewer workers, ensure the proper level of product quality, achieve a balance between job sites and manpower resources, and resolve important social issues.

If you were to ask the manager of an enterprise how many job sites there are at his enterprise, you would probably not get an answer right away. He would probably tell you how many people are employed there, what the wage fund is, and what the planned production output is. Not many managers could tell you how many job sites there are, what the job sites are like, and whether they meet current requirements. In this connection, it would be useful to take a look at just what is meant by the term "job site."

A job site is the primary unit of social production--the zone in which labor is performed that is determined by a given norm, and it is equipped with the necessary means to be used in the labor activity of one or several workers. It is important to remember that a job site is a dynamic entity. As organizational and technical measures are carried out, such as the introduction of progressive equipment and technology, the possibility of one worker operating several machines simultaneously, and one worker performing several jobs, the composition of a job site and its boundaries can change.

Experience shows that job sites need regular inspections. Inspections are carried out in the course of certification and subsequent rationalization. This process should be carried out in accordance with a plan and in a number of stages.

Certification involves a comprehensive evaluation, using a point system, of each job site in which it is determined how well the site meets normative requirements and corresponds to progressive methods in engineering, technological, organizational, and economic respects, taking into account the working conditions and adherence to labor safety regulations.

There is really nothing new about certification of job sites. In the past many managers from time to time resorted to a point-system evaluation of the organization of labor in order to uncover reserves for increasing labor productivity and as a basis for planning organizational and technical measures. But this work was not carried out in accordance with any plan, it was not widespread, and therefore did not have any result that could be felt in the national economy as a whole.

The question of job site certification and rationalization has come up at enterprises in our republic in the past as well. Varied opinions have been expressed. Even today some specialists do not hide their skepticism about this project, referring to it as a gathering of reserves "at random." However, the majority believe that job site certification is an important, necessary, effective, and as a rule, irreplaceable means of raising the technical level of production.

In the past two years a considerable amount of work has been done in the republic to improve the organization of production and labor on the basis of job site certification and rationalization. Some organizational and methodological work has been done, for example. On the basis of recommendations from the republic's State Planning Committee, State Committee for Labor, and Central Statistical Administration, ministries, departments, and enterprises have been instructed to take steps to introduce advanced methods in this particular direction. Certification and rationalization of job sites have been placed under special administrative control. A schedule has been confirmed, according to which reports on this issue by heads of ministries, departments, and enterprises under national jurisdiction will be heard.

The question of widespread application of the method used at the Dnepropetrovsk Combine Plant was discussed last year at a meeting of the Bureau of the Central Committee of the Latvian Communist Party. A resolution was adopted that requires ministries and enterprises to take more effective measures aimed at widespread use of job site certification and rationalization to increase production efficiency. Party committees are to play a major role in this work.

The Latvian SSR State Committee for Labor organized a methodological seminar on this topic for heads of ministries, departments, and enterprises under national jurisdiction. They were all given temporary intersectorial recommendations for job site certification in industry, in addition to methodological and informational materials on the experience gained in this area at the Dnepropetrovsk Combine Plant and the VEF [Riga State Electrical Equipment Plant]

Production Association. A consultation center was set up at the Latvian Affiliate of the All-Union Scientific and Methodological Center of the USSR State Committee for Labor and Social Problems.

The majority of ministries and departments have made the necessary organizational and methodological preparations. Base enterprises have been identified in many sectors of industry in the republic to try out the best organizational and methodological suggestions in job site certification and rationalization. There are base enterprises in Riga, Daugavpils, Jelgava, Liepaja, Olajne, and other cities.

It is gratifying to note that over 80 percent of all Latvian enterprises have already moved on from organizational and methodological questions to concrete work involving job site certification and rationalization. Initial results have been obtained at the VEF, Radio Engineering, and Latvian Household Chemicals production associations, at the "Biolar" [expansion unknown] Scientific Production Association, at the Automatic Electronic Instruments Plant, a chain drive plant, a railcar building plant, the "Kurzem" [expansion unknown] plant in Daugavpils, the Liepaja Clothing Accessories Combine, the "Lielupe" factory, and other enterprises.

Naturally, the economic effect of this work varies at different enterprises. This is understandable. The enterprises differ in terms of the volume of production, the age of their equipment, the level of labor organization and the skill level of the specialists employed there, and many other parameters. Still, no matter where this work is carried out, it uncovers additional reserves that are sometimes hidden in the daily operations, and it always has positive results.

Here are several examples. They concern enterprises at different levels and with different types of production.

After certification was carried out at the Riga Electrical Machine Building Plant, the decision was made to improve about 15 percent of all the job sites, and to eliminate 6 percent of them altogether. Certification of the job sites was carried out simultaneously with certification of the brigades. The results were discussed at a meeting of brigade leaders. A specific plan was drawn up for further work aimed at increasing the effectiveness of collective forms of organizing labor. Implementation of this plan is being monitored closely. As a result of implementing plans calling for organizational and technical measures that were drawn up on the basis of certification, in one year the enterprise dismantled and sold a total of 286 units of equipment valued at 33,000 rubles. The qualitative composition of the brigades was changed, and the number of workers in combined and cost accounting primary collectives doubled.

Last year, on the basis of certification results at the Riga Railcar Building Plant the decision was made to improve over 120 job sites; 25 job sites were included in this group due to an inadequate engineering and technological level, 9 due to an inadequate economic level, and 87 as a result of failure to meet requirements for working conditions. Equipment valued at 181,000 rubles was removed and sold. During the certification process at the plant special

attention was given to uncovering inadequate organizational and technological equipment and instruments. Agreements that were concluded between the administration and the brigades state that the job sites be provided with everything that they were lacking. At this particular enterprise the certification was carried out simultaneously with improvements in the operations of the brigades. In this process possibilities were uncovered for reorganizing equipment and production communications systems. The most rational boundaries were established for brigades working with wages based on final results and using cost accounting methods. A contingent of workers was identified who would have to study other areas of specialization in connection with the possibility of performing two different jobs that arose as a result of the reorganization.

Certification and rationalization of job sites can also produce tangible results at small enterprises, such as the "Lielupe" Clothing Accessories Factory. After certification was conducted at this factory, the decision was made to improve 22 job sites and eliminate 8, which would free up some production space. Other important measures are being carried out at the same time. For example, people who were packing the finished products were shifted to a production section and combined with a brigade of workers engaged in primary production. This created a common economic interest in the final result. The work in the sewing shop was organized into two shifts. The labor in the transportation section was mechanized. As a result of certification and rationalization at the factory, a total of 5 people were freed up, the annual economic effect was 11,600 rubles, and the machine shift coefficient increased.

Widespread introduction of the method used by the Dnepropetrovsk Combine Plant workers for job site certification and rationalization is of great importance in our republic, since the balance of manpower resources here is still a difficult problem. We cannot count on any additional influx of manpower. Suffice it to say that today in Latvia's economy 96 percent of the able-bodied population is employed. This is the highest employment rate in all the union republics. Consequently, a shortage of manpower should be compensated for by more rational utilization of the available labor force and accelerated increases in labor productivity. It is precisely for this reason that job site certification and rationalization work at the republic's enterprises should be carried out more energetically and efficiently. This is one of the most significant reserves for increasing production efficiency. An analysis shows that in industry in the Latvian SSR, an average of 10-15 percent of the job sites are in need of rationalization, and 5 percent should be eliminated.

The existence of a significant number of job sites that are in need of manpower has been confirmed by research conducted by the Central Statistical Administration last year at enterprises under machine building ministries that are located in the republic. At the majority of these enterprises there is on the average less than one or slightly more than one worker per job site, which is clearly inadequate if one takes into account the need to raise the shift coefficient. There are 91-95 people for every 100 job sites at the diesel engine building plant and automatic electronic instrument plant in Riga, 109-117 for every 100 job sites at the electric lamp plant, Riga Chemical Machinery Plant, the "Strauma" plant, the textile equipment plant, and the Daugavpils Electrical Instrument Plant. At most of the enterprises surveyed,

10-15 percent of the job sites in the first shift alone are without the needed manpower, and at some enterprises, this indicator is 25 percent or higher (including the Riga Agricultural Machinery Plant and the diesel engine building plant).

All this has a negative effect on equipment work load and it lowers the shift coefficient. At machine building and metalworking enterprises throughout the republic as a whole, the machine shift coefficient was 1.39 for the second half of last year. According to data from a one-time survey conducted by the republic's Central Statistical Administration, the machine shift coefficient at the hydrometry instrument plant was 1.20, at the diesel engine building plant it was 1.25, at the lighting equipment plant, 1.26, and at enterprises in Jelgava, 1.20.

The data presented here indicate that the utilization of fixed capital, including expensive and highly productive equipment, is inadequate. For example, on the day the inspection was conducted at these enterprises, 32 percent of the forging and pressing machinery, equipped with automatic manipulators with programmed control, was not in operation. The rest of the machinery was being used for just one shift.

The existence of low-productivity job sites can be explained to a great extent by the fact that the majority of ministries, departments, and enterprises are not taking effective measures to increase the work load of the existing equipment, and when work is being done to increase production output, the primary focus is on putting new capacities and additional job sites into production, without taking into account the practical possibility of finding manpower to fill the jobs. Evidence of this attitude can be seen in the fact that in the current five-year plan the capital-labor ratio in the republic's industry has grown at an annual rate of 5-6 percent, with a simultaneous decline in the yield on capital. The majority of new equipment is not used to replace obsolete or worn-out equipment, but rather to add to the pool of existing production equipment.

Low-productivity job sites absorb a significant portion of the manpower resources and create an unjustifiably high demand for workers. It is no coincidence that the republic's job placement service receives reports from enterprises about vacancies that exceed the number stipulated in the plan several-fold.

The existence of superfluous jobs contributes to an increase in the labor turnover, poor production discipline, and many other negative phenomena. As a result, there are insignificant reductions in losses of work time. Improvements in this indicator occur primarily as a result of the work done at the best enterprises in the republic (the VEF Production Association and the Automatic Electronic Instrument Plant, among others), where these losses are one-half to one-third the average for industry throughout the republic.

The possibility of transferring a number of categories of workers to another enterprise, especially the jobs that call for multiple skills, without a loss in wages, and sometimes even with a wage increase, forces managers to put up with discipline violations, poor workmanship, idleness on the job, and what's

more, to keep these workers on at any price. This results in wage increases that are not tied in any way to labor productivity. In this situation the norm loses its significance as a measure of labor and becomes a means for arbitrary regulation of wages. In the majority of cases this is the reason behind wage increases that exceed the rate of growth in labor productivity. This discrepancy occurs at many enterprises under the republic's ministries of light and food industry. Last year at enterprises under these ministries wages increased by 1.83 and 2 percent, respectively, while labor productivity increased by 1 percent.

As we have seen, work to improve the organization of production and labor on the basis of job site certification and rationalization plays an important role in the set of measures aimed at eliminating all these negative phenomena.

In this connection the decree of the CPSU Central Committee, which approved the initiative of the Dnepropetrovsk Combine Plant workers and stressed the need to introduce this practice on a widespread basis, recommended that when carrying out work to raise the organizational and technical level of job sites, primary attention should be focused on developing progressive production processes, increasing the equipment work load and the machine shift coefficient, and making rational use of manpower, and an effort should be made to obtain the maximum yield from existing capacities and the entire production potential. Certification materials should be used in working out plans for economic and social development in the 12th Five-Year Plan.

Beginning in 1986, certification and rationalization work will be carried out according to a central plan. Statistical reporting on this work is being introduced. In addition, the planning form for the scientific organization of labor is being reduced significantly and is being made more specific. The following directions in the scientific organization of labor will be subject to planning: rationalization of job sites on the basis of certification results and in accordance with achievements in engineering, technology, and the scientific organization of labor; development and increasing the efficiency of brigade forms of labor organization and labor incentives; introduction of intersectorial and sectorial norms and standards for workers' labor.

This means that we have do even more to step up the work that is being done in this direction. One of the primary tasks for the near future should be to conduct a complete inventory and certification of job sites so that these results can be used in a final confirmation of plans for next year and for the five-year plan as a whole. We need an objective, comprehensive evaluation of production potential, which will make it possible to outline specific ways and means of mobilizing all the reserves for increasing labor productivity and production efficiency. This work should be coordinated with programs already in force in the republic that are aimed at increasing production efficiency and conserving manpower resources. This work must be carried out without delay.

In organizing certification and rationalization work, one should not forget about the need to create a corresponding system of moral and economic incentives. Here use should be made of provisions that are in effect regarding bonuses for new techniques and for the development and incorporation of effective methods of production organization and scientific organization of

labor. Results achieved in job site rationalization should be taken into account when tallying competition results.

Reviews and contests are also effective incentives. The Latvian SSR State Committee for Labor, together with the republic's Trade Unions Council, announced a review in 1985 for the best work being done in certification, rationalization, and reduction of low-productivity and inefficient job sites at industrial enterprises. The review is also supposed to identify the workers with the most initiative in this area, the brigades showing the most creativity, and the best enterprises and ministries, with the aim of introducing their methods on a widespread basis. There are also plans to award bonuses for the various gains that have been made.

Local organs of power, the councils of people's deputies, have an important role in job site certification and rationalization at enterprises. Active work is being done in this area by councils and their executive committees in Riga, Liepaja, Jurmala, and in Ogrskiy, Valmierskiy, Tukumskiy, and other rayons.

One can hardly overestimate the importance of this work for the economic and social development of cities and rayons. For example, up until recently there was no effective mechanism for local councils of people's deputies to use in solving the problem of rational utilization of manpower resources in their territory. The system of regular certification and rationalization at enterprises in the given area can and should become this type of mechanism. When it is well-organized, this work makes it possible to set a reasonable limit on the number of personnel employed at various enterprises, to improve the staffing situation, and to coordinate the development of plants and the utilization of capital investments with balances of job sites and manpower resources. Certification should also help resolve certain social problems, such as job placement for retirees, the disabled, and individuals who can work only part-time or at home.

Planning and design organizations and scientific institutions should define their own role in issues involving certification and rationalization more clearly than they do now. Up until now many of them participated in this work only as the authors of various methodological recommendations, provisions, and other materials. These are certainly necessary. Today, however, this is not enough. Scientific institutions and planning and design organizations should provide the corresponding sectors with all the necessary normative materials for certification, and they should be active participants in the development of plans for rationalization of job sites.

High-quality engineering support plays a large role in this work, and of course, it depends to a great extent on the skills of the specialists involved. Unfortunately, we still have some problems in this area. Many ministries and enterprises are not devoting enough attention to improving the skills of specialists. While new, more complicated tasks require a significant increase in this work, they often do not ensure adherence to the given norms for the intervals at which specialists are supposed to improve their qualifications (once every six years). For example, specialists in the system of the Ministry of Light Industry improve their qualifications on the average once every 15 years, and in the "brain trust" of the sector--the design bureau--this

indicator is once every 17 years. Specialists at a number of enterprises under the Ministry of the Food Industry are exceeding the norm for improving their qualifications by a factor of 1.5-2 (at the "Lajma" and "Uzvara" enterprises), and the norm is being exceeded by a factor of 2-3 at enterprises under the Ministry of the Meat and Dairy Industry (at the Riga, Valmiera, and Jekabpils meat combines, among others).

To ensure successful certification and rationalization work it is necessary to organize extensive study of issues involved in this work in all sectors and at all levels: by managers of enterprises and their structural subdivisions, specialists, especially those in engineering services, brigade leaders, and workers. Workers in planning and design organizations should have a thorough knowledge of these issues.

Base enterprises should play an important role in the study and dissemination of progressive methods in certification and rationalization. However, far from all of these enterprises are performing this task. In our opinion, the Intersectorial Institute for Improving the Qualifications of Specialists in the National Economy of the Latvian SSR should be reorganized in this direction more quickly. Not enough work is being done by the republic "Znaniye" - society to spread information about job site certification and rationalization.

The April (1985) Plenum of the CPSU Central Committee stressed emphatically that the development of Soviet society will be determined to a great extent by qualitative shifts in the economy, a shift to intensive economic growth, and a maximum increase in economic efficiency. The party has stated that a major acceleration in scientific and technical progress is a key strategic lever for intensification of the national economy and better utilization of the potential that has been accumulated. More active work in certification and rationalization of job sites is one factor that will contribute to more rapid achievement of this goal. Therefore, in accordance with the decree issued by the CPSU Central Committee on the initiative of the Dnepropetrovsk Combine Plant workers, and the decree of the Bureau of the Central Committee of the Latvian Communist Party, ministries, departments, and enterprises under national jurisdiction that are located in the republic are obliged to take more effective measures aimed at widespread introduction of the methods used by leading collectives in this area. City and rayon party committees, primary party, trade union, and other organizations should conduct a thorough analysis of the effectiveness of the work being done in collectives and should actively promote the introduction of progressive initiatives aimed at successful implementation of job site certification and rationalization--an important means of increasing production efficiency.

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Certification in Estonia

Moscow SOTSIALISTICHESKIY TRUD in Russian No 5, May 85 pp 63-66

[Article by V. Konstantinov, chairman of the Estonian SSR State Committee for Labor: "Job Site Certification in Estonian Industry"]

[Text] The method developed at the Dnepropetrovsk Combine Plant imeni K. Ye. Voroshilov to increase production efficiency on the basis of inventory, certification, and rationalization of job sites, which received high praise from the CPSU Central Committee, is being used more and more widely. The Estonian SSR State Committee for Labor, together with the Leningrad Finance and Economics Institute imeni N. A. Voznesenskiy, carried out this type of experiment at 13 industrial enterprises under 13 different ministries and departments in the republic; methods developed at a number of enterprises in Leningrad were also used in the experiment.

The experiment showed that even though the model recommendations of the Leningrad Finance and Economics Institute imeni N. A. Voznesenskiy were in essence completely applicable to various sectors of the national economy, it is better to choose just one of them. There are two reasons for this. In the first place, every sector has its own specific characteristics, including its own terminology, and the methodology should be written in a language that is accessible to everyone involved--from the brigade leader to the director, since in terms of its content this is a comprehensive task and the entire collective of the enterprise is called on to participate in it. In the second place, it is clearly still impossible to offer a single definition of the term "job site" for all sectors of the economy. The All-Union State Standard 19605-74 states: "A job site is the primary link in an enterprise's production and manufacturing structure--a zone equipped with the necessary technological means, in which the labor activity of one worker or a group of workers carrying out one job or operation, is performed." This type of general definition already seems somewhat outdated. Since the term "job site" will probably be used more and more for many years to come, an effort should be made to define it more accurately. It is here, after all, that the interests of the enterprise, the worker, and the consumer meet, product quality is determined, and the outcome of the plan is decided. And the successful operation of the enterprise depends on the working conditions at each job site, the kind of equipment that is used, and the labor norms and organization of labor.

The development of a model methodology that would answer these and many other related and complex questions is not a simple matter. Associates of the management of manpower resources department at the Leningrad Finance and Economics Institute imeni N. A. Vosnesenskiy have spent quite a bit of time working on this problem. This methodology has undergone successful testing under plant conditions at some of the largest enterprises in the country, including the Izhorskiy Plant imeni A. A. Zhdanov, the Kirovskiy Plant, and the Metals Plant imeni the 22nd CPSU Congress, among others. The methodology has also had successful results in our republic.

A great deal of preparatory work was done prior to beginning the experiment: seminars and discussions were held with specialists from enterprises and

ministries, orders were issued regarding the formation of working groups, and the size and deadlines for fulfillment of the various stages. The groups were headed by the enterprises' chief engineers, and they were made up of specialists from economic and technical services, and people responsible for the organization of production, such as shop chiefs, foremen, and brigade leaders.

The first stage consisted of filling out accounting charts, which provided detailed, coordinated information on a whole series of indicators, including the number and structure of job sites, the technical equipment available, mechanization of labor, the level of norm-setting, the form of wages, and the existence of superfluous, physically worn, and outdated job sites. The inventory stage is important, since it provides an accurate picture of the condition and demands of production. Today we must still admit that almost any director could tell how many workers his enterprise has, what the wage fund is, what the profit is, along with a number of other technical and economic indicators, but few directors could say how many job sites there are and describe their qualitative characteristics. A positive exception to this is the Estonian SSR Ministry of Light Industry, where staff members have been making an effort for several years already to seek out their own approach to the problem (for basic production, it's true), along with the "Baltiyets" plant under the State Committee for Utilization of Atomic Energy and the "Dvigatel'" [Motor] State Union Plant.

What were the results of the inventory at the 13 enterprises that participated in the experiment? The picture is quite varied, and frankly, not very encouraging. In basic production at these enterprises 76.8 percent of all the job sites were used only during the first shift, and in ancillary production, this figure was almost 90 percent; 15.9 percent of the job sites are inactive for 4-6 months because of a shortage of personnel, while equipment downtime is valued roughly at 6.5 million rubles, and over 1000 workers would be needed to fill the vacancies. The proportion of "unattached" equipment, that is, equipment that is not assigned to any specific job site, is high. There is a large amount of equipment in the shops that is worn out or obsolete. Job sites in which manual labor is required account for 38.7 percent of the total.

Specialists are not so much interested in the average value of a job site (which is 11,900 rubles), as in substantial differences in this indicator. For example, at the Tartu experimental plant under the ESSR Ministry of Motor Transport and Highways the average value per job site is 2900 rubles, while at the Baltic Textile Combine under the ESSR Ministry of Light Industry it is 21,000 rubles. This is an example of a situation in which inexpensive is not automatically a positive characteristic. With its relatively high value per job site, the Baltic Textile Combine has achieved the highest labor productivity in the country, which certainly cannot be said of the Tartu plant. From this example it is clear how opportunities provided by scientific and technical progress are being used. Of course, with data from just 13 enterprises it is still difficult to determine the optimal criteria for job site values, but it is clear that a serious effort must be made to answer this question.

The next stage of the experiment is certification of job sites, that is, checking to see how they correspond to certain criteria. The actual organizational, technical, and economic characteristics are established at this stage, and an evaluation is made of how the given job sites meet current requirements for productivity and working conditions, and progressive norms for production techniques, technology, and organization. Then it is determined which job sites are to be eliminated, and which are to undergo rationalization and reconstruction.

The results of certification are meant to sound an alert. Among all the enterprises participating in the experiment 54.8 percent of the job sites were not certified, since they did not meet the given requirements for a number of indicators. About 17 percent could not be certified because of the condition of their equipment, 13 percent because of the noise level, and 11 percent because of the level of gas, the presence of harmful substances in the air, and so on. It should be stressed that 66 percent of all the job sites that were not certified were in the basic production sphere.

The following comparison comes to mind. One cannot drive an automobile that is in disrepair, but one not only can, but must work at a job site that has not been certified, that is, that has not been put into proper working order. There is a paradox here that many administrators try not to notice, even though it results in considerable losses that are expressed in low productivity and violations of technological and labor discipline. And still, as in the past, clients keep getting planning organs to allocate funds and set quotas for creating more and more new job sites. And instead of spending less money on organizing existing job sites properly and replacing or modernizing equipment, efforts are focused on erecting new buildings and wings.

Even though certification is a labor-intensive process and was being carried out for the first time in the republic, the majority of specialists from the enterprises took a conscientious approach to the matter and managed to come up with some interesting and useful results. Collectives at the "Teras" plant under the ESSR Ministry of Consumer Services and the Tartu Experimental Motor Vehicle Repair Plant took an especially creative approach to the project. At the "Teras" plant certification included job sites occupied by engineering and technical personnel and office workers, and at the repair plant, the number of indicators was expanded.

There are other examples as well. At the woodworking plant under the ESSR Ministry of Construction and the Kuusalu repair plant under the ESSR Agro-Industrial Association certification was carried out hastily and there was considerable uncertainty regarding the reliability of the results obtained. All the work was assigned to one or two people, the appropriate services were not included in the work, and certification documents were not even drawn up. In other words, a superficial approach was taken, and as a result the very idea of certification was discredited. Even so, one year after the beginning of the experiment we can state with confidence that it is allowing us to resolve many complicated tasks. Of course, in order to do anything new, managers must be bold and competent, and a favorable attitude toward innovation must be developed in the collective. As far as methodological and other assistance, the ESSR State Committee for Labor is prepared to provide this type of aid.

On the basis of the results of inventory and certification at all 13 enterprises, plans were drawn up and approved for organization and technical measures aimed at job site rationalization and freeing up job sites in 1984-1985. These plans call for 3.4 percent of the job sites to be eliminated, 16.7 percent are to be brought into line with requirements for scientific organization of labor, 6.8 percent are to be modernized, and 480 units of equipment are to be removed, which will free up 6000 square meters of production space. In 1985 these measures alone are expected to increase labor productivity by 1.82 percent.

The results of the experiment were affected by an error on our part; the specialists engaged in this work did not have an economic or moral interest in it, even though the administration of the enterprises had the rights and opportunities to provide incentives for performing this task. It is also unfortunate that the central apparatus of many ministries and departments and sectorial scientific research institutes took so little interest in such an important matter. Perhaps this is why a complete evaluation was not made of the level of labor organization and its collective forms, and that an important reserve of production efficiency such as improving the qualifications of workers and engineering personnel was neglected. In other words, not everything that was planned was actually carried out.

Still, we can make the bold claim that the certification experiment has taken hold in Estonia. The republic's engineering community has expressed support for the experiment and discussed these issues at the Fifth Plenum of the Estonian Republic Council of the Scientific and Technical Society. Reliability of data takes on primary importance here, since they were obtained from actual job sites. It becomes possible to estimate the requirements for funds for equipment, construction and installation work in the plant as a whole, in individual shops, for technological reconstruction, and so on. These estimates should be made on an annual basis and for a five-year period, which will make it possible to do a better job of protecting the interests of the enterprise with respect to higher economic and planning organs, using factual material on inventory and certification, instead of intentionally overestimated requests. Of course, in this case inventory and certification should be repeated annually or once every two years, and periodically, say once every five years, statistical organs should check the reliability of the enterprises' data. This approach will help prevent dissipation of capital investments and will oblige everyone involved to make a serious effort to delve into the problems of modernization and reconstruction of existing enterprises.

There is one more important argument in favor of regular performance of this work--inventory and certification will help achieve a balance between job sites and manpower resources; evidence of this can be seen in the results of the experiment conducted in our republic. Each enterprise prepared a planned balance of job sites for 1985-1986, which contained indicators of structural changes in quantitative and qualitative terms. The total increase in job sites at all these enterprises will be only 1.7 percent over 1984, and that is the result of the expansion of the "Pioneer" equipment testing plant which will add 108 job sites during that period. This makes it clear that one cannot absolutely believe estimates that indicate that on the basis of the labor plan

there will be a manpower shortage of 10,000 workers, with the reason for the shortage usually being attributed to the demographic situation in the republic. True, the situation is not particularly favorable, but primary emphasis should be placed on doing a better job of organizing job sites on the basis of the demands of scientific and technical progress, the actual circumstances, and simple logic. It is still true, after all, that over half of the job sites at the enterprises participating in the experiment did not meet current requirements and therefore were not certified.

It would also make sense to include the preparation of balances between job sites and manpower resources on the basis of the experience that has been gained elsewhere in the country and here in the republic in inventory, certification, and rationalization of job sites, in the republic special comprehensive program, "Increasing the Efficient Utilization of Manpower Resources in the Estonian SSR between 1986 and 1990," and at the same time, institute stricter requirements for creating new job sites. This approach is in complete accord with the goals put forward by the CPSU Central Committee for shifting the national economy onto an intensive course of development and for a steady increase in labor productivity.

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LABOR

KOMSOMOLSKAYA PRAVDA LAUNCHES RECRUITMENT CAMPAIGN TO TYUMEN

Life in Tyumen Described

Moscow KOMSOMOLSKAYA PRAVDA in Russian 19 Jun 85 pp 1-2

[Article by V. Badov and V. Nekrasov, Tyumen Oblast: "A Ticket to a Shock Construction Site: Let's Go"]

[Text] In August, the 50,000-person "Stakhanovets" All-Union Komsomol Shock Detachment will arrive in Western Siberia. For many of those who submitted or are preparing to submit an application to the all-union detachment Urengoy, Nadym, and Strezhevoy are an unknown land beyond the Urals. The uniqueness of the order of things here stuns one. In order to understand and accept this order of things, one must get used to it. And for the present, we invite you for a trip through Western Siberia with readers' letters. Our report is only a momentary photo in which a brief instant of the oil and gas epopee is imprinted.

Today Tyumen is at the crossroads.... After the peak has been crossed--the million-ton daily extraction of petroleum--further increases became complicated. The time of gushing successes has passed. There is no more "easy" oil (we put the word "easy" in quotes because it never was easy). It is necessary to involve in the matter remote, less generous deposits. There has been a sharp increase in the volumes of capital construction with the buildup of ever newer deposits of oil and gas. People for the drilling watch are flying in from all corners of the country. And with whomever we spoke in Tyumen, they all had one thing on their minds: to recover the heights which had been won without fail and to double and, if necessary, triple the rates of the work. In the next few years Western Siberia will require many thousands of young working hands. And, as always was the case from the first years of development, the Lenin Komsomol comes to assist and volunteers are hurrying here.

I was not in the Tyumen North for four years. And when our AN-24 took off from Surgut Airport on a clear, cloudless day, I could not tear my eyes from the window until the very landing at Urengoy. Swamps, coniferous forests, sparse

cedar forests, lakes, and rivers spread out for hundreds of versts beneath the wing.... The pale green of the reindeer moss and blue of the lakes were next to small islands of snow which had not yet melted in some places. Closer to the north the lakes were still under ice, in some places almost almost brown, and in others--azure. There was sludge along the Ob....

I looked and did not recognize the places over which we flew. Before the eye could catch something you are flying from the Central Ob toward the North. Only the thread of a railroad under construction toward Urengoy, flat as an arrow, "cut" the wilderness here. Now straight strips of concrete stretched like branches from a tree trunk from the main line in all directions. The steel supports of the LEP [electrical transmission line] raced beyond the horizon. Industrial and pioneer roads which had been sprinkled with bright yellow sand over swampy places led to the drilling fields, industrial bases, settlements....

The large plan of petroleum Tyumen appeared from the hill as if on the palm of the hand. A green expanse seemingly delineated lengthwise and crosswise by a yellow pencil. And this city with blocks of multistory homes which remained on the port side--is it really the former settlement of Noyabrsk?

From the hill the picture of everything seen seemed to be immobile, uninspired. But the clear, almost physically perceptible impression arose that there, on this northern cold land, life is seething and its impact is strong. And the will, boldness, and scope of actions of the people who came to this land are equivalent to its expanses. And you automatically ponder over those titanic expenditures, material and spiritual, which are required by the continuation of the campaign for Tyumen oil and gas which had begun back in the 1960's. For it is the most large-scale economic undertaking in the history of our fatherland. This year alone, the capital investments in the Western Siberian territorial and production complex will exceed many billions of rubles. But to make up for it, the return is substantiable. Siberia has been called upon to provide the basic increases in production up to the end of the century.

...The coastal birch choppings are inundated by melted snow. The wild apple trees are flowering luxuriantly. On the Tura the drudgery of navigation is under way, having returned after the high water within its banks.

Today a superunit is being launched on the ways of "Sibkomplektmontazh" [Siberian Experimental Construction-Rigging Association for Erecting Unit-Set Objects for the Oil and Gas Industry]. It is a construction object fully ready for floating. Its lower part is a pontoon. And the upper part is a multiple pumping station for an oil deposit. It was assembled at a "Sibkomplektmontazh" yard. Upon arriving at the site, the unit need only hook up to local communications, make adjustments, and begin operation.

The general director of "Sibkomplektmontazh," V. A. Aronov, says:

"In order to build the industrial enterprise by traditional methods, one must keep 500 men on the construction site. For Yamburg, this is simply unthinkable and wasteful. And with our version of assembly from superunits with the task to cope with five times fewer assembly workers and riggers. The program for the production of the units was increased by 60 percent for us. A large influx of labor forces is required. Therefore, we are awaiting the arrival of the volunteers from the "Stakhanovets" detachment.

I guess that many of them do not expect to find themselves in the Far North at once, remembering the fairly good addition to the wages. And here, it is proposed to them that they settle down in Tyumen where there is no northern romance for you. I would advise the recruits not to get angry, but to weigh everything thoroughly. First of all, they will not be polished by the romance of the North. For it is not for naught that they call us the "flying riggers." We assemble the units which are being built at our yards ourselves. Secondly, and this is most important: It is interesting for us to work. We are raising riggers having the highest qualifications. We have all specialties: from welder to diver.

Thus, today "Komsomolka" will acquaint you with Western Siberia where you can really work in an interesting manner. The "Stakhanovets" detachment is being formed. There is no longer much time for assembling. And therefore, we decided to help you to make the correct selection, the Komsomol committee to determine the best candidates for the detachment, and the ministry--to obtain a complete impression of those who would like to work in Western Siberia.

For this, today we are publishing a "Questionnaire-Application." It can become your ticket to the shock site. Fill out both its halves. Send one of them to the obkom, kraykom, or republic Komsomol central committee. It is they who are tasked with issuing Komsomol passes to the best. A "Stakhanovets" detachment is being formed by the Komsomol organizations of Azerbaijan, Armenia, Belorussia, Georgia, Kazakhstan, Kirghizia, Latvia, Moldavia, Tajikistan, Turkmenia, Uzbekistan, the Ukraine, Estonia, the Bashkir ASSR, Belgorod, Volgograd, and Voronezh Oblasts, Dagestan ASSR, Krasnodar Kray, Kuybyshev, Kurgan, Kursk, Leningrad, Lipetsk, Moscow (city), Orenburg, Penza, Rostov, Saratov, and Sverdlovsk Oblasts, North Osetian ASSR, Stavropol Kray, Tambov Oblast, Tatar ASSR, Tomsk, Tyumen, Ulyanovsk, and Chelyabinsk Oblasts, and the Chechen-Ingush ASSR.

But if you live in another place, then it makes no difference, your "Questionnaire-Application" will not be overlooked by the Komsomol committee. New detachments of volunteers will be sent to Tyumen right behind the "Stakhanovets" detachment.

The second half of the "Questionnaire-Application" reaches the editors. We will send it to the shock construction site sector of the Komsomol Central Committee and the Administration of Worker Personnel and Living Conditions of the Ministry of Petroleum and Gas Construction of the USSR. A unique "map of labor resources" of Tyumen will be prepared from these questionnaires. The petroleum and gas deposits of Western Siberia today need tens of thousands of workers of the most diverse specialties. And the ministry will have the opportunity to invite you to work. Not one letter will be overlooked. We anticipate that many questions will arise. How will it be if you did not land in a "Stakhanovets" detachment? Can they accept you at a construction site together with your family? And what if you outgrew the Komsomols? In short, each specific situation requires analysis. Specialists from the Ministry of Petroleum and Gas Construction will be engaged in this.

It may also happen that your "Questionnaire-Application" will be sent to another ministry or department which is also participating in the development of Western Siberia. Your present or future profession will suggest where you are more needed.

Let us become acquainted. We await your letters. Place the note "Ticket for a shock site" on the envelope.

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I had the occasion to hear that Urengoy is a young, modern city. Could you tell about today's living conditions there?

V. Smirnov, Kharkov

There are many interpretations of the name Urengoy. One of them is God-forsaken Place. Nomadic Khanty and Nentsy avoided the area here. Stunted, twisted birches and pines, reindeer moss, swamps.... When Georgiy Yepkhiyev, chief of the construction administration which was assigned the laying of the first thread of the gasline from Urengoy, landed here with his people nothing pleased the eye, as they say. But in defiance of everything, when they emplaced the first girder they raised the sign of the future street on it--Optimistov [Optimists], 1.

It was in 1976 when little was heard about Urengoy. We saw this beam rooted in the ground. Yepkhiyev, showing a tall, steel column with his hand, notices:

"And we hung the first lamp of the 'Sirius' type in Urengoy on this column."

And I visually imagined the bluish light of the "Sirius" in the polar night, the sound of the diesel electric power plant which was operating, the yellow shadow of the bulldozer falling on the snow.... A small island of industrial civilization among the unpopulated cold tundra.

The teachers of the "Malyatko" kindergarten of Kharkov drillers listen to Yepkhiyev's story of the first winter stay in Urengoy with interest. And it is difficult for them to believe how much difficulty was the lot of the pioneers. They already found Urengoy different--a city. Microregions of nine-story buildings built up by Leningraders. A city bus route, a railroad connecting the city of gas workers with the main part of the country. Traces of a life of camping out are disappearing, although many small stoves still remained. They are being discarded little by little.

And this "Malyatko" of theirs! Even in capital cities you rarely encounter such a comfortable kindergarten.

The unsettled state and severity of living are no longer perceived as something inevitable in the Tyumen North. A promising psychological shift....

And nevertheless: 70 percent of the Urengoy residents are not satisfied with social and living conditions for residence, according to the data of a survey. For comparison: in neighboring Nadym, on the contrary, two-thirds of the residents are satisfied with their lives.

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I will request being sent to the Far North. Only sometimes I have doubts: Will I become accustomed there? And in general: is the North suitable for a settled life: Are there "old timers" there from among those who arrived prior to the Komsomol pass?

O. Umarov, Ufa

"There was a runway where the nine-story buildings now stand," Gotsin recalls. "And when I arrived in Nadym there was nothing at all there. Tundra, forest, huts. Ten of us slept in a tent."

You now walk along the street, past the school, nine-story buildings, and the Aeroflot ticket office and you are pleased by the thought that we, the brigade, built all this."

Gotsin is rural by birth. He was accustomed to carpentering since childhood. He read about Nadym in the newspaper. He went to the Gorlovka city committee and requested a Komsomol pass. Since then, he has been building up Nadym for years already. He was the first honorary citizen of the city. This May he was awarded the stars of Hero of Socialist Labor. And he began as a regular carpenter. Soon, he says, he was made a team leader and was earmarked to be a brigade leader. At first he refused, but later he nevertheless took over a lagging brigade. "A motley group of people had been collected there. Some had but one thought--to make a lot of money and go back where they came from. They could come to work having had too much to drink without ceremony. When I became a brigade leader I said frankly: if someone comes to work with even an odor, let him write a statement. It was necessary to drop three from the brigade, but drinking in the brigade was stopped once and for all. And things took a little turn for the better. We received replacements from the Komsomol detachments. Basically, the lads came after the army. It was only necessary to teach them the work, and working with them is one pleasure. Now our output has reached 75,000 rubles per brigade member. The highest in the branch, they say. How was this achieved? The main thing, I think, is the attitude in the collective. I will explain using examples. One lad left us, they promised him wages a little higher. A month passed, then another, and he asked to come back. 'What didn't catch your fancy at the new place?' we ask. 'Everything is good and their wages are more; there is one trouble--there is no collective.... I felt miserable.'"

Gotsin is waiting impatiently for the start of navigation. The supplies of brick dried up back in May. "And so we shift around and find work for ourselves. It is good that we have a contract for three objects. We did this intentionally to have the possibility for maneuver." Annoyance can be heard in his voice. One dark spot from year to year--a hunger for building materials. "Something in the planning mechanism is not working," the brigade leader laments. As a member of the bureau of the party's city committee, Gotsin spoke out against the delivery mess. He is especially indignant concerning defective bricks.

"After all the transshipments of the bricks which reached Nadym, they cost almost a ruble per brick. And you dismantle the pallet and you see that outwardly the brick has not yet gone anywhere, but in the middle--smashed, almost crumbs. With what conscience did the supplier send to the Far North a batch of bricks where exactly half the bricks are smashed! In accordance with the principle: what's unsuitable for us is better for you.... I have a request for 'Komsomolka': pose the problem for the USSR Ministry of Construction Materials Industry and Gosplan. Let them assign us to solid suppliers who will make deliveries conscientiously--both for number and for quality."

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If I go somewhere in Siberia, let it be uninhabited places where nature has not been touched. It is tempting to land somewhere with the first assault. To build from the first stake. Are there still places remaining in Western Siberia where everything is now beginning anew?

K. Loginov, Kalinin

The first weddings took place in Yamburg. A true sign that a settled life is being established here. They still relate that near Yamburg, in the tundra, traces of an ancient portage were encountered. The sources of two tundra streams converge closely in this place. One of them flows to the west, and the other--to the east, emptying into Tazovskiy Bay. There is conjecture that Pomory en route to the legendary gold-bubbling Mangazeya dragged their boats using this portage. Mangazeya, where merchants from all the world went for the riches of the North--furs--sank into oblivion. Now there is a new Mangazeya--one of gas--which is spreading in Yamburg on the shore of Ob Bay. In the new five-year plan Yamburg will provide the main increase in the extraction of gas in the country.

"Glavyamburgneftegazstroy" [Main Yamburg Administration for Oil and Gas Construction] is temporarily billeted in Nadym. For there, in Yamburg, the facilities are only just beginning to be seen. We talk with the chief of the main administration, winner of the Lenin prize Igor Aleksandrovich Shapovalov, a veteran of the Tyumen construction sites.

"We are preparing to receive volunteers from the 'Stakhanovets' detachment at Yamburg," Shapovalov says. "Each of them should clearly realize the real difficulty of living and working at the Yamburg site. In the winter there the frosts are 50 below and there are strong winds for a large part of the year. There is no vegetation except tundra vegetation. Permafrost. In order to take root here one must possess excellent health."

Yamburg's mineral wealth should be taken on the basis of the latest achievements of science and technology. In particular, the set-unit method will become our main guarantee. At one time, when we in the "Tyumengazmontazh" [Tyumen gas rigging trust] began to introduce this method from zero, it was necessary to solve a number of basically new problems which were new for construction technology of that time. Now, at the second stage of the method's development, new problems have been added.

In general, many aspects of the development of Yamburg connected with permafrost, the climate, the transportation scheme, and the adaptation of people require urgent but thorough scientific study. And we are counting on the fact that the young scientific shoots of the country will accept the "contract" for these studies.

And I want to recall again one of the glorious traditions. At one time the "Tyumengasmontazh" trust, from which "Sibkomplektmontazh" also emerged, was awarded the title of Komsomol-youth by the decision of the Komsomol Central Committee and the ministry. I believe that the time has come to revive the tradition of Komsomol-youth trusts here, in Yamburg, too.

## Field Mail

Of the 5,000 Komsomol passes to the "Stakhanovets" detachment, 2,000 will be issued to servicemen who have been released to the reserve. And this is not by chance: the young lads receive genuine tempering in the army. Not only moral, worldly, and physical. They frequently master those very professions which are now necessary in Western Siberia.

It is sufficient to recall that the military builders lay the "golden link" on the Eastern Section of the Baykal-Amur Main Line Railway. And today many letters reach the editors from youngsters who, having taken off the service shirt and been released to the reserve, would like to work on the shock construction sites. Those who express the desire to go to Tyumen and to the north of Tomsk Oblast should apply to the political organs of the units. And they should send the "Questionnaire-Application" to the editors, also indicating the address at which they will live after completing their service.

## Question-Answer

[Question] How is the shock detachment being organized and how does one join it?

[Answer] The shock detachment is being organized only on a voluntary basis. Every young man and woman from 18 to 30 years of age and in health suitable for work in the North can become a member of the detachment. Graduates of educational institutions who have not worked for the prescribed period in accordance with their assignment are not permitted to join the detachment.

[Question] Which specialties are required at the construction sites of Western Siberia?

[Answer] On the whole, the demand for general construction professions and the specialties of machine operators and riggers is high. For example, in the settlement of Yamburg, where construction is being conducted by "Glavyamburg-neftegazstroy," electric welders, brick layers, machine operators for construction equipment, fitters-riggers, and others are required. The "Sibkomplektmontazh" association needs lathe hands, fitters, and milling machine operators.

Precise information on requirements in specialties is had by the Komsomol committees which are maintaining communication with the accepting organizations.

Enterprises of the Ministry of Petroleum and Gas Construction to whose control the detachment is being sent have a broad network of training-course combines where a new profession is given in four to six months or qualifications are raised.

[Question] What working and living conditions await the volunteers?

[Answer] As a rule, housing is offered to members of the detachment in comfortable dormitories. Those who are sent for work under watch conditions are to live in van parks.

Can one go to the construction site with his family? The construction organizations accept 10 percent of the total strength of the detachment with families.

Families are offered a room in a family dormitory. But this question should be coordinated with the Komsomol committee which is conducting the manning of the detachment.

In particular, the fighters of the shock detachments are paid per diem for the time they are en route and those travelling to regions of the Far North are issued an advance of 50 percent of the temporary monetary allowance whose amount depends on the location of the enterprise, the period of the contract which has been concluded, and other factors and comprises from 60 to 200 rubles. The fighters of the shock detachments who are sent to regions of the Far North and localities equivalent to them have the right to reserve dwelling space.

The percentage additions to the wages for the fighting men of the detachment are credited in the following amounts (without consideration of the regional factor and compensation for long service):

--in regions of the Far North--10 percent of the wage upon the completion of the first six months of work with an increase of 10 percent (for each subsequent six months of work), and upon attainment of a 60-percent addition--10 percent of the wage for each subsequent year of work;

--in localities equivalent to regions of the Far North--10 percent of the wage upon completion of the first year of work with an increase of 10 percent of the wage for each subsequent year of work.

The payment of an increase for the mobile nature of the work in the amount of 30-40 percent of the tariff rate is established for workers engaged in the construction of main pipelines and the structures on them.

In addition, workers of the construction-rigger organizations located in the Yamalo-Nenetsk Autonomous Okrug north of the Arctic Circle (the Yamburg deposit) are paid regional factors in the amount of 1.8. In the Yamalo-Nenetsk Autonomous Okrug south of the Arctic Circle and the Khanty-Mansiysk Autonomous Okrug north of 60 degrees north latitude (Nizhnevartovsk, Nefteyugansk, Surgut)--in the amount of 1.7.

It is believed that we should also mention additional leaves. In regions of the Far North it is 18 working days. In localities equivalent to regions of the Far North--12 days.

Ticket to a Shock Work Site

БИЛЕТ 0															
МОСКВА															
ТОМЕНЬ															
511 032 01 08 5 19 16 60 1 10 3 012 024 00 2															
Класс	Плат	Число	Мес	Год	Число	Мес	И	Воз	И	Тел	Место	Рыб	Кос	Шифр	
Отправление						Поезд		Вагон		Место		Цена			

You are invited by:

"Glavtyumenneftegazstroy--facilities for the oil deposits of the Middle Ob.

"Glavurengoygazstroy"--facilities for the Urengoy gas deposit and construction of Lower Urengoy.

"Glavzapsibzhilstroy"--housing construction on the territory of Tyumen Oblast.

"Glavyamburgneftegazstroy"--facilities for the Yamburg gas deposit.

"Tomskgazstroy" Trust--facilities for the Aleksandrovskeye oil deposit in Tomsk Oblast.

"Sibkomplektmontazh"--industrial manufacture of objects for the oil and gas industry.

For the Attention of Komsomol Committees

You have received a questionnaire-application. We remind you: by decree of the secretariat of the Komsomol Central Committee and the board of the Ministry of Petroleum and Gas Construction (No 87/1a of 12 June 1985) it has been decided to send additionally for the development of deposits of the Tyumen and Tomsk Oblasts a "Stakhanovets" All-Union Detachment numbering 5,000 people (see the editorial in "Komsomolka" for 14 June of this year).

It is the task of the Komsomol committees to conduct organizational and political work on the quality selection of volunteers. Each primary Komsomol organization should provide a recommendation for its envoy, having discussed it at a Komsomol meeting. Altogether, more than 13,000 young volunteers will be sent to Western Siberia in 1985. Not one questionnaire should be overlooked.

Questionnaire-Application <b>анкета - заявление</b>	Questionnaire-Application <b>анкета - заявление</b>
Заполни и отправь в обком, крайком, ЦК комсомола республики (1)	Заполни и отправь в редакцию «Комсомольской правды» (2)
Фамилия, имя, отчество, возраст: _____ (3)	Фамилия, имя, отчество, возраст: _____
Твоя профессия и квалификация: _____ (4)	Твоя профессия и квалификация: _____
Постоянное место жительства: _____ (5)	Постоянное место жительства: _____
Семейное положение: _____ (6)	Семейное положение: _____
Хотел бы сменить профессию: нет, да (укажи, какую по- тея бы получить): _____ (7)	Хотел бы сменить профессию: нет, да (укажи, какую по- тея бы получить): _____
Где бы хотел продолжить свою трудовую деятельность: _____ (8)	Где бы хотел продолжить свою трудовую деятельность: _____
Твой вопрос, который мы не учли в анкете: _____ (9)	Твой вопрос, который мы не учли в анкете: _____

Key:

- |   |  |
|---|--|
| 1. Fill out and send to obkom, kraykom, or Central Committee of republic Komsomol | 6. Family status   |
| 2. Fill out and send to editors of KOMSOMOLSKAYA PRAVDA                           | 7. Would like to change profession: no, yes (indicate which one you would like to receive) |
| 3. Last name, first name, patronymic, age   | 8. Where you would like to continue your labor activity                                    |
| 4. Your profession and qualifications   | 9. Your question which we did not consider in the questionnaire                            |
| 5. Permanent place of residence   |  |

## Readers' Questions Answered

Moscow KOMSOMOLSKAYA PRAVDA in Russian 25 Jun 85 p 2

[Article: "Four Hundred and Twelve: That's How Many 'Questionnaire-Applications' Were Received from Volunteers During the First Five Days Alone"]

[Text] Response

Sergey Babkin, chief of sector of shock construction sites, Komsomol Central Committee:

After the publication of "Ticket to a Shock Site." in the newspaper KOMSOMOLSKAYA PRAVDA we received many telephone calls from young workers, lads, girls, and Komsomol workers with the request that we explain how to join the "Stakhanovets" All-Union Shock Detachment which is travelling to construction sites of Tyumen and Tomsk Oblasts.

In our view, it is expedient for all Komsomol committees to create staffs and attentively consider the applications of the youngsters. Komsomol committees may suggest to young volunteers who have expressed the desire to go to a shock site that they send to KOMSOMOLSKAYA PRAVDA the "Questionnaire-Application" published on the pages of the newspaper this 19 June. For each such questionnaire received by KOMSOMOLSKAYA PRAVDA will be sent for consideration by the Ministry of Petroleum and Gas Construction. The leadership of the ministry will be able to answer the application for each person.

We remind you that volunteers will also be sent to the shock Komsomol construction sites in September-October in addition to the "Stakhanovets" detachment. The Komsomol committees will consider all requests and applications and will assist the youngsters to travel to the Komsomol shock construction sites, if not in the "Stakhanovets" detachment, then a little later.

### Question-Answer

The following seemingly simple question is also found in letters to the editors: "What if we cannot find KOMSOMOLSKAYA PRAVDA for 19 June with the 'Questionnaire-Application?' Or some, let us say three, having read the newspaper, all want to travel to Western Siberia--again what about the "Questionnaire-Application?" The way out is simple: take a regular sheet of paper and answer the questions in the questionnaire which we are repeating today.

Last name, first name, patronymic, age:

Your profession and qualifications:

Permanent place of residence:

Family status:

Would you like to change profession: no, yes (indicate which one you would like to receive):

Where would you like to continue your labor activity:

Your question which we did not consider in the questionnaire:

The questionnaire must be filled out in two copies: send one to the obkom, kraykom, or Central Committee of the republic Komsomol, and the other to the editors of KOMSOMOLSKAYA PRAVDA.

They Invite You

We begin to acquaint you with the organizations where you are to work. "Sibkomplektmontazh" (Siberian Experimental Construction-Rigger Association for the Erection of Unit-Set Objects for the Oil and Gas Industry). Year of birth--1974. General director--Valeriy Aleksandrovich Aronov. It is he who answers your questions.

[Question] Please present your collective.

[Answer] The youth collective of the "Sibkomplektmontazh" association, employing the unit-set method of construction, quadrupled the productivity of labor when constructing oil and gas objects. Many units were completely manufactured in yard shops. They are delivered to the oil and gas fields using the Siberian winter roads and rivers. Arriving at the object right behind their offspring, the rigging brigades of the association install on the foundations previously prepared by the construction workers the unit boiler room or electrical substation and even an entire multiple pumping station.

[Question] The workers of what specialties does your organization require?

[Answer] Now the families of flying riggers are living in one place. Here, in Tyumen, there are higher educational institutions, and schools, and children's institutions and a stable way of life has been organized. In the 11th Five-Year Plan "Sibkomplektmontazh" is the most developing organization of the Ministry of Petroleum and Gas Construction in Tyumen.

The proportion of males is high in the associations, especially in the watch subdivisions, more than 70 percent. The main mass of the workers is made up of youths up to 30 years of age. Now 13,000 people are working here. However, the swift development of oil and gas construction requires that the collective grow even more actively. Today hundreds and hundreds of working hands are required in the yard buildings and at the construction sites. The following are needed: lathe hands, milling machine operators, carpenters, electric welders, cutters, crane operators, brick layers, painters, riggers for metal and ferro-concrete structural elements, and others.

[Question] What are your working and living conditions which await the volunteers?

[Answer] "Sibkomplektmontazh" has its own vocational and technical school and training-course combine and instruction has been organized at the work sites. Briefly about social work in the collective. The available housing of the

association is 310,000 square meters of dwelling space and there are 12 nursery-kindergartens with 2,860 places and 19 dormitories with 5,160 places. All this was constructed by the hands of the riggers themselves. But there are also field watch cantonments.

Each volunteer of the "Stakhanovets" detachment who decides to link his fate with this advanced collective of gas and oil construction workers will be offered a place in a comfortable dormitory.

#### From the Latest Mail

In its edition of 23 June, the Ukrainian republic youth newspaper KOMSOMOLSKOYE ZNAMYA devoted a column to the formation of the "Stakhanovets" detachment. In its make-up the newspaper published a "Questionnaire-Application" and other materials of KOMSOMOLSKAYA PRAVDA for 19 June.

We appeal to the youth newspapers: in reprinting the "Questionnaire-Application," it must be pointed out that it is awaited from volunteers in the Komsomol committees and by the editors of KOMSOMOLSKAYA Pravda at the address: 125866, GSP, Moscow, A-137, ulitsa Pravda, 24, 6th floor. This will permit sending them to the Ministry of Petroleum and Gas Construction more rapidly.

Our inquiry telephone for volunteers: 257-25-28. Call from 1100 to 1300 hours.

6367

CSO: 1828/172

## LABOR

### ROUNDTABLE LOOKS AT QUESTIONS ON LABOR RESOURCES, EDUCATION

Moscow EKONOMICHESKIYE NAUKI in Russian No 6, Jun 85 pp 39-54

[Article by R. Rotova, cand. ec. sci., and K. Taginyev, prof., dr. econ. sci., Baku: "Labor Resources and Education (The Editors' 'Round Table')"]

[Text] In early January 1985, the magazine EKONOMICHESKIYE NAUKI and the MGU [Moscow State University] economics department (department of the non-production sphere) hosted a "roundtable" discussion, dedicated to the economic problems of the contemporary development of higher and secondary special education in the USSR in connection with the status and trends of the country's labor resources.

A.D. Smirnov (who is chief editor of EKONOMICHESKIYE NAUKI, a prominent scientific figure in the RSFSR, a professor and a doctor of economic sciences [dr. econ. sci.]), in opening the session, noted that in the contemporary period the science of economics is faced with tasks of more effectively and organically subordinating theoretical works to the practical needs of perfecting developed socialism. The policy on technical reorganization of the national economy and its intensification requires improvement in the work of the entire economic mechanism and the entire system of administration. This applies fully to the ability to administer worker training on a scientific basis, and improving their education and skills: Armed with the knowledge which meets the contemporary level of scientific development, to provide well-rounded political training; to tie in education more closely with productive labor; to train specialists with a broad profile, capable of working in conditions of rapidly-changing equipment and technology--these are the main tasks of the reform of the general-educational and vocational schools which is under way in our country. The system of higher and secondary special education is faced with the very same requirements. Thus, it is a question of intensification, of fundamentally and qualitatively improving education and training. It is understood that these requirements are being carried out in certain specific conditions. Principally this concerns the real dimensions of replenishing the country's labor resources, inasmuch as limits are imposed on this by the possible numerical growth of the number of persons being trained in the higher and secondary special educational institutions (It goes without saying that the size of this contingent depends on the national economy's need for specialists).

In connection with examining the problem of economic science, including political economics, there are a number of interesting questions on which we would like to exchange views. Specifically, these are such questions as the subject category of worker quality and the practical significance of the depiction of this category in scientific works; the state of balance of workplaces and labor resources as the most important proportion in socialist economics; determining the need for specialists and ways for satisfying this need; and developing the sphere of education as an increasingly significant area of occupation for the populace, its prospects, and tasks. These are the questions which became topics of conversation at the "round table".

#### Worker Quality

I.A. Yagodkina (professor, dr. econ. sci., Moscow Institute of Economics and Statistics) drew attention to the fact that a person's all-round development and the corresponding way of life are formed in creative, intellectually-meaningful work, using the latest technical means and scientific achievements--but, such work is not possible without general and special education. One must not forget that the generation which is receiving its education at the present time will be working in the next millenium. Therefore, the fate of our economy, which must be intensively developed, depends in the final analysis, on the manner in which education is organized, and the kind of modifications it is subjected to. The problem of increasing production intensity cannot be solved in isolation from education and its perfection. In this connection we would like to bring up a situation, of which everyone is aware. And this concerns primarily the qualitative leap which we took in terms of the length of a worker's education--which in the 1960's amounted to 6.7 years; in the 1970's it amounted to 9 years; and 10 years later it is reaching 12 years and then some. I would like to point out that the growth of education and training is connected with two processes: with scientific and technical progress (An unskilled worker cannot operate automated equipment), and with improvements in social-production relationships. Therefore, problems of improving worker quality must be tied in primarily with the tempo and the depth of the scientific-technical revolution, and regular improvements in the social-production relationships and the entire system of education must support this tie-in.

M.I. Skarzhinskiy (RSFSR distinguished scientific figure, professor, dr. econ. sci., Kostroma Pedagogical Institute) noted that worker quality should not be confused with the quality of the workforce, which is characterized not by the level of educational preparation of the workers in and of itself, but by its combination with training in the required skills, with a worker's personal experience and practical knowledge.

A worker's educational preparation serves as a qualitative characteristic of manpower, of labor resources, and of labor potential on the scale of the entire society, a given production collective, or an individual person.

The roles of general and vocational education vary in the formation of worker quality. General education in and of itself is not organically connected with vocational training, and does not provide a significant

effect on production; in a number of cases a worker with a lower level of educational training works more effectively than one with more education. The significance of the reforms now taking place in the general educational and vocational schools is very great: you see, the reform, to put it briefly in a somewhat oversimplified form, will provide the upcoming generations the educational potential necessary for the completion of our society, from the point of view of its socio-economic position.

The formation of worker quality is organically connected with education and upbringing. Both the formation of the educational potential of a person, a collective, and society, as well as the effectiveness of the use of this potential for the good of society, depend upon the degree of success in upbringing. In order, let us say, to successfully seek out reserves for production growth and improving work quality (including reserves in one's own work time) and to put these reserves into action as completely as possible, one must possess not only the special educational training necessary to carry out such a task, but also those qualitative characteristics which are formed by one's upbringing.

Educational training is rational to the extent that it is structured on the basis of its relationship to the requirements posed in the given conditions by the labor process, when its fulfillment depends on the worker's training. The fact of the matter is that these requirements inevitably change with time, or become more complex. Furthermore, the future worker must be prepared as much as possible to switch jobs both by virtue of the needs of society and by virtue of his own aspirations. Educational preparation must entail preparation for continually training for advancement, for retraining, and for continually improving the worker.

One of the most complex and urgent problems is defining the rational stage at which educational training outstrips the current demands on the worker. Science has thus far not done enough to solve this problem. It is clear, of course, that such outstripping has its limitations, and cannot be as great as one would like. How to define these limitations in this or that specific condition and how to realize them in practice is an important field for scientific work.

Ye.N. Zhiltsov (professor, dr. econ. sci., head of the department of the economics of the non-production sphere, MGU Department of Economics) stressed that the transition to predominantly intensive economic development presupposes formation of a new type worker. In the contemporary period it is no longer enough to limit worker quality to merely education and professional competence. Under the conditions of the STR (Scientific-Technical Revolution) worker quality is also defined in terms of raising the standards for his labor, his state of organization and labor discipline, and his ability to work rationally and to operate new technology with maximum effectiveness. Worker quality includes personal moral attributes, and specifically the ability to think creatively. This, moreover, applies to all those taking part in the labor process.

Worker quality in a political-economic sense is a complex and many-faceted concept, in the shared opinion of Ch.D. Andonovich (docent, candidate of econ. sci., department chief at the SRI [Scientific Research Institute] for Problems of Higher Education) and M.K. Shermenov (professor, dr. econ. sci., chief of a sector at that same SRI). The gradual liberation of the production process from the limits imposed by the physical capabilities of an individual does not, of course, signify that man ceases to be the main element in production. Fundamental changes at the contemporary stage are connected both with production quality and with worker quality. Scientific-technical progress leads to the disappearance of the old and the appearance of new kinds of labor activity, and transitions in labor are being implemented more actively. This requires outlays on the part of society. They are formed from the expenditure of time and material resources for the training of cadres, and losses during the period of adaptation of the worker to carrying out functions which are new to him. All-round mechanization and especially automation significantly increases the role of a person's mental activity. Therefore, worker quality must be characterized, apart from anything else, by a potential reserve of knowledge and experience, which would permit the worker to readjust his activities in connection with rapidly-changing production conditions.

Worker quality in practical application includes all the elements of an individual's intellectual level, his knowledge of related professions, and the basic directions in the development of science, equipment and technology; by his ability to adopt progressive experience, and his capacity for aesthetic perception. Indispensable worker attributes in a developed socialist society are a high degree of consciousness, adherence to the ideals of communism, and the desire to establish good comradely relationships at work and in everyday life.

Yu.N. Pakhomov (corresponding member of the UkSSR Academy of Sciences, rector of the Kiev Institute on the National Economy) stressed that a person's all-round development is not simply the final purpose of the movement for social production, but is a necessary prerequisite for progress in contemporary conditions. Life has convincingly demonstrated that in the final analysis it is namely man and his acquired spiritual, moral, and creative qualities that is to an ever increasing degree becoming a "bottle-neck" in carrying out the transformations which our society requires on its unswerving path to perfection. The "human problem" to a great extent comes to the possibility of establishing perfect discipline, to introducing the achievements of the STR, and to various aspects of improving the economic mechanism. All of these stress once again that in the existing socialist society which is being developed for the good of mankind, the human factor is indisputably the paramount factor, the priority of which is not in doubt.

The question of man as the decisive force for progress is also a question of the importance of combining general and professional knowledge with a high degree of cultural and spiritual potential. We are all aware that there are areas of neglect in the practice of formation of an individual. They are to a great extent connected with the period of both VUZ and pre-VUZ education. A common shortcoming is the lack of attention given by school and preschool institutions to the formation of the spiritual and creative potential of the young people, to their acquiring culture in the widest meaning of the word.

In posing these questions we encounter certain areas of illogic: on the one hand, we do not hesitate to admit the importance of the staff of educators and instructors; and on the other, we practically admit that the people in whose hands lie the upbringing and the formation of the general and special knowledge of our children and young people, quite often do not in all respects meet those ever-increasing demands which the life of our society is presenting. Posing such questions directly is extremely rare. But at the same time it is necessary to do so. It is a question of a problem which is urgent and increasingly significant. Suffice it to say that teachers in the primary schools and even more so in preschool institutions quite often do not meet, in terms of their spiritual and general cultural potential, the level typical for the parents who have higher specialized education. And this in turn signifies the lack for the typical, average teacher and educator, of special chances for success in "pulling up" their pupils to the spiritual and intellectual level dictated by our epoch. As a result, young people are coming to the VUZ's, whose general educational level has been to a great extent neglected, and quite often irreversibly.

One may assert that "throwing in" our best efforts, and in a sufficient amount at that, to the formation of the young people is a matter which our economy is incapable of; that it would do damage to the solution of other, more important tasks. But one can agree with such reasoning only from the point of view of one's immediate interests--although there is no doubt that we have a great many tasks, and very important tasks at that. A long-term approach, which as is well-known must be a priority approach, in the opinion of Yu.N. Pakhomov, dictates the necessity for giving the task of upbringing, education, and the formation of a new man first place among all these important and necessary tasks. Even a comparatively insignificant redistribution of resources for improving the quality of educators and instructors would subsequently provide a yield the scale of which is so great that one could hardly predict it. After all, the main factor in the formation of personal attributes depends on the "investments" made at an early age. And if our society, having realized that, went to enormous lengths even in the conditions of the 1930's to bring learning and culture to the nation's populace, then negative conclusions on this account do not sound convincing in the conditions of a modern, highly-developed economy.

Calling attention to the fact that one must not confuse worker quality, as is often done in literature, with the quality of manpower, that is, the capacity for work which is put into effect by a worker, Yu.A. Bzhilyanskiy (cand. econ. sci., executive secretary to the editors of EKONOMICHESKIYE NAUKI) proposes that the question of the worker, of man, is central not only for practical economics, but also for economic theory, and above all for political economics. It would be good if the authors of our political-economic literature, including textbooks, were to accept this obvious truth, which coincides in principle with the ideas expressed by Yu.N. Pakhomov. One can hardly consider the present situation good, where literature contains a multitude of the widest variations of "means", "funds", and "processes", but man is barely visible. Even when it speaks of "relationships", and this topic is brought up often, it turns out to be difficult to understand, between whom and whom is this or that relationship formed in a socialist society.

In our literature, and principally in political-economic literature, there is widespread belief in the leading role of the instruments of production in social progress, in mechanization and in other transformations of the means of production, as the main paths to growth of labor productivity. Of man, of the worker, in these cases they usually speak somewhere near the end: that improving "manpower" can also provide something. At the same time it seems to be forgotten that the instruments of labor are created by man himself, that the state of the instruments of production and the paths to production progress depend on the strength of his mind and the skill of his hands.

The question of worker quality is a very timely one. We may increase the yield from living labor for the most part only by increasing worker quality, since the number of able-bodied workers (and with their almost total employment in the national economy, that also means the number employed) is determined by the demographic situation, which today is close to being stable. And if one proceeds from worker quality to working out some kind of practical problems, then quality must be principally connected with education. And here a simple and completely clear conclusion was made: the higher the education the higher the worker quality--this, however, is not indisputable. Of course production growth brings about continually-increasing demands for a worker's educational level. But you see, at the same time one must distinguish between growth of general and special education. If one has in mind general education, then the requirement for its continual growth is just. We already have compulsory general secondary education, and it is being perfected in the course of the school reform. As far as higher general education is concerned, we do not even have such a conception, neither for the present nor for the foreseeable future--we deal, in reality, only with higher special education. But since it is special, then its quantitative development cannot be unlimited and as large as we please. On the contrary; worker quality can be examined as an optimum only on the basis of the degree to which it corresponds to the real requirements of the national economy. Therefore, worker quality and worker education should, apparently, not be developed in general but in consideration of the requirements for the foreseeable future.

#### The State of Balance of Workplaces and Labor Resources Defining Demand for Manpower and Ways to Satisfy the Demand

"One of the qualitative aspects of the state of balance of workplaces and labor resources," says Ye.N. Zhiltsov, "is reflected in the state of balance of the educational-skill structure of worker employment and the structure of the educational system." A uniform state policy in the area of education and training of skilled cadres is realized in planned regulation, in which balances and balance estimates have a special place. In a consolidated balance of labor resources, one distinguishes between those occupied in the sphere of social production, and those in the sphere of education; balances are worked out both for the distribution of young people at study and at work. Balance estimates are made for additional requirements for specialists with higher and secondary special education and for skilled workers, as well as balance estimates for sources to fill this requirement. The

effectiveness of planning for training worker cadres and specialists at educational institutions, the correlation between higher and secondary special education, and the training of worker cadres on the job, depend largely on the accuracy of these balances and balance estimates. The more accurate the estimates on the need for cadres in a wide range of specialties, the more accurate will the planned proportions be defined for the training profile, and in particular the correlation between an education in the humanities and an engineering-technical education.

In the late 1970's and early 1980's a clearly-defined structural disproportion was observed in the education and training of cadres. For example, the training of skilled workers lagged behind the need for them in the national economy more severely than the training of specialists. A shortage in worker cadres was sharply felt, while at the same time the national economy was almost completely saturated with cadres of specialists. Among certain specialties requiring higher education, there arose difficulties in finding jobs for the VUZ graduates. The shortage of skilled worker cadres and the necessity for making effective use of the costly modern equipment made it necessary to utilize graduate specialists, and especially engineers, in the capacity of workers. Moreover, the shortage of the appropriate workers made it necessary to temporarily enlist workers of the highest skills (engineering and technical personnel, scientific associates) to take part in agricultural work; work at vegetable bases; for clearing urban territory, and so on. The reasons for the disproportions which arose were both the inadequate basis of the balance estimates on the need for cadres with the appropriate education and skills, and the poor utilization of vocational orientation as an important instrument in satisfying both the needs of society and an individual's choice of profession.

M.I. Skarzhinskiy, in connection with the question under discussion, called special attention to the ever-increasing practice of certifying workplaces, under which the potential capabilities of a workplace and the actual degree of realization are evaluated from the position of the end result. This trend has a very important role in achieving a state of balance between labor resources and the number and quality of workplaces.

Certification of workplaces and documentation of enterprises requires special accounting, analysis and control over indicators of the actual utilization of the existing educational potential of the workers. Labor potential is measured by the volume of social production possible, and by the measure of the end result; but the quantitative measure of labor resources is expressed in the number of workers of various categories.

The internal dynamism of labor potential lies in the solution of the continually recurring dialectical contradiction between objective capabilities and their practical realization. From this position certification of workplaces and documentation of enterprises reveals the degree of the aforementioned contradiction, and in practice promotes its solution. It permits disclosing negative trends in the utilization of the educational potential; such as, for example, the use of qualified engineers as workers, at positions for which they were not intended, or a radical difference in

the workers' level of education and the content of a given specific kind of labor. Such deviations should be considered underutilization of the labor potential and irrational use of existing production resources.

In the opinion of I.A. Yagodkina, the state of balance of workplaces and labor resources is connected in the most direct manner with such important socio-economic problems such as the contradiction between the growth of the general educational level and the degree to which labor is supplied with machinery. At the present time we still have a high percentage of manual labor in production, and although its proportion is declining (and labor mechanization is on the rise), everyone knows that the pace of this progress is slower than objective conditions dictate.

In the last five-year period of the 20th century, the increase in the able-bodied population of the USSR will be nearly three times greater than in the 11th Five Year Plan. Whereas at the present time an insignificant number of workers have only a primary education, by the year 2000 there will be none in this category. This speaks to the fact that the growth rate of labor mechanization has to be colossal in order to offer the generations which are entering their work life workplaces which correspond with their education.

In the contemporary period, with the radical decline in the growth of labor resources, the problem of labor prestige remains an acute one. It is being solved basically with the aid of women's labor--who are taking the "unprestigious" jobs, either because they do not have the education, or because they are attracted by the close proximity of the workplaces to their home, or because they are stimulated somehow or other by the disproportionately high wages which are being paid for the unprestigious labor. One cannot leave this subject without noting that such stimulation violates the objective laws of quantity and quality of labor and thereby creates a contradiction which must be resolved.

The problem of the state of balance of workplaces and labor resources is also becoming more severe in a cross-section of the branches of the national economy, which is largely associated with the transition, under the influence of the development of productive forces, from a resource-intensive to a resource-conservation type of intensification of social production. With the resource-conservation type there are significantly expanded possibilities for developing the nonproduction sphere, to which by the year 2000 human resources freed from physical production will be sent. But, whereas the level at which it is furnished with material and technical resources will remain as today, labor in the nonproduction sphere will most likely turn out to be unattractive for the workers which have been freed, as well as for the new generations which are entering working life, and this threatens losses in the utilization of the labor potential.

R.N. Tikidzhiyev (cand. econ. sci., department chief at the TsENII [Central Scientific Research Institute on Economics] at Gosplan RSFSR) proceeds from the fact that the basis of the state of balance of workplaces and labor resources--the most important link in the system of proportions in the national economy--determines the interconnection of the two elements of

production--capital and manpower. Introducing the indicator "number of workplaces" into the accounting and planning system would permit the progressive enterprises of Dnepropetrovsk, Moscow, Leningrad and other cities to gain a certain amount of experience in maintaining the necessary correlation between production capacities, capital and the number of workers which they are converting under conditions of intensification; and, it would reveal significant internal reserves, while implementing certification, accounting, modernization, rationalization and planning for conversion of workplaces. However, for the present such work is being carried out only in certain production associations and enterprises. In the majority of ministries and departments it has not yet begun. And this is one of the reasons why there remains a state of disbalance of workplaces and labor resources, with all the negative effects which proceed therefrom.

It is well-known that the national economy is experiencing a surplus of workplaces, and that this leads to a reduction in the level of their use--and thus to losses in existing production capacities. The primary reason for such a situation is the lack of manpower for the existing and newly-created workplaces, as well as the incongruity between the requirements brought about by their nature, and the workers' skill training. The consequences of such incongruities are well-known: the assimilation of planned capacities is delayed; equipment operation on a shift system is reduced; there are increased losses in product output; the yield on capital investment drops; and there are declines in the growth of labor productivity and the national income. The qualitative incompatibility between cadres and the requirements of the workplaces influences the level of the yield on capital primarily at newly-introduced enterprises. For example, for this reason, at industrial enterprises in the RSFSR put into operation during the 10th Five Year Plan the yield on capital investment for 1982 was 13.4 per cent lower than the planned level.

Along with the inadequate development of the system of vocational-technical schools, and under conditions of high personnel turnover, the latter have had to be trained right at the enterprises, and in a reduced period of time. Until now the ministries have been oriented not toward training and utilizing their own cadres, but to a significant extent on recruiting them from other branches. Neither the training nor the retraining of cadres within a branch is yet being given sufficient attention. This general state of affairs cannot help but affect the planning and development of higher and secondary special education, and the interaction of the educational subsystem with other subsystems in the national economy.

V.B. Belkin (professor, dr. econ. sci., department chief at TsNILTR [Central Scientific Research Laboratory for Labor Resources], RSFSR State Committee on Labor and Social Problems) has given a great deal of attention to the problem of training worker cadres. He believes that more intensive and thorough research should be carried out on the regularities of the formation, utilization and stabilization of worker cadres in connection with individual branches, enterprises and regions. This will promote a better understanding of the internal structure of the professional and skill makeup of the workforce and changes in it--in order to know how, where and when to improve the process of training cadres, thereby achieving the optimum

balance of workplaces and labor resources. A reexamination of the subject of the vocational division of labor in contemporary conditions of scientific and technical progress, and the basis for the profile of a highly-skilled worker would be of considerable significance to this equilibrium. New developments in the division and organization of labor give birth to new features in a worker's performance as well--such as, combining labor functions, specialties and vocations; multi-unit or multi-machine servicing; and organizing composite brigades.

All of this, naturally, cannot but be reflected in the training of the contemporary worker in the educational system. The significance of the formation of a worker with a broad profile in conditions of the brigade form of labor organization, and training and increasing the workers' skills on the job is increasing, but there are almost no works in our special literature on these questions. It would appear that we are wasting a lot of energy on unnecessary proofs of the advantages of some methods of professional training over others.

Under conditions of worsening problems of the state of balance of workplaces and labor resources, one should obviously be giving more serious thought to the forms of training cadres at the plants. It is well known that the vocational-technical schools are not yet training sufficient numbers of cadres of highly-skilled workers in complex professions, and therefore they are doing a poor job of satisfying the needs of the branches of the national economy for workers with a broad profile. At the same time the basic portion is being trained right on the job, and this must be taken into consideration. In order to provide the required level of training for young workers directly on the job, proper standards are required, as well as a variety of training aids.

Ye. V. Kasimovskiy (professor, dr. econ. sci., MSU) stressed that the reform of the general educational schools which is being carried out is directed toward fundamental improvements in preparing young people for labor. This will without a doubt promote a conscious choice of professions by the young people and better initial assimilation of a profession while in school, and will reduce cadre turnover among the young people. Ye.V. Kasimovskiy says further, that life shows that it is time to make noticeable changes in the structure of cadre training, in connection with this process at vocational technical schools and at secondary special and higher educational institutions. He cited data according to which for every 10 VUZ graduates, there were the following number of people completing secondary special institutions: in 1970, 17; in 1980, 16; and in 1984, 13. For vocational-technical schools the picture is somewhat different, if one uses that same ratio of 10 VUZ graduates, namely: in 1970, 27; in 1980, 30, and in 1984, again, 30 people. Over the last 15 years, graduates of secondary special educational institutions, as compared to VUZ graduates, decreased by 24 per cent, while graduates from VTS [Vo-Tech Schools] increased by only 11 per cent. Such a state of affairs cannot be considered satisfactory. It signifies that there are disproportions between the existing cadres with higher education on the one hand, and those with secondary special education on the other; between the presense of these and others, that is, cadres of specialists in general and worker cadres. At the present time we have more than 5 million graduate

engineers--the largest number in the world. Clearly, we have more engineers than actually required. Many of them are doing work that technicians and even graduates of general educational schools could fully cope with. It is, therefore, no accident that many engineers are occupying worker positions, or ones which are wholly outside their specialty. It is also no accident that competition has declined for those applying for engineering specialties at the VUZ's. Disproportions have also shown up in the wages for engineers and their relationship with the wages of workers. In 1970, industrial workers received on the average 130.6 rubles per month, and an ETW [Engineering-Technical Worker] received 178 rubles--that is, 36 per cent more than the workers; in 1983, a worker earned on the average, 200.8 rubles, and an ETW, 220.8 rubles, which is only 11 per cent more. An even worse situation has come about in construction. Here, in 1970, a worker was getting 148.5 rubles and an ETW, 200 rubles; that is, 35 per cent more. In 1983, the figures were 230.6 and 225.9 rubles, respectively; that is, the wages of a construction engineer turned out to be even lower than that of a worker. Such convergence of wages for workers and ETW should be considered premature, and is brought about chiefly by the shortage of workers in certain professions.

Cadre disproportions are being felt not only in material production, but also in the nonproduction sphere, and particularly in health care. In the 1960's and 1970's, for every 10 physicians in all specialties, there were 32 general medical personnel; but in 1983, there were only 28. Therefore, physicians quite often carry out the duties of a nurse, and nurses the work of technical personnel.

All of this emphasizes that it is time to change the correlations in training cadres of differing skills, and this has been mentioned often: increase the number of graduates of secondary special educational institutions with respect to the number from VUZ's. There must be an especially sharp increase in graduates from vo-tech educational institutions. This will promote more rational utilization of labor resources with higher and secondary special and general secondary education. The need of which we speak is especially acute in today's conditions of reduction in the influx of young people who are coming of age to enter the work force.

#### The Sphere of Education as an Area of Employment Increasing the Effectiveness of Training Cadres

For the sphere of education as for all branches and spheres of social activity, the transition to the intensive path to development is urgent. In the opinion of Ye.N. Zhiltsov, here one can list three major directions for intensification: increasing the quality of training; conducting a well-founded structural policy in the area of education; and carrying out rational forms of management in educational institutions, in order to effectively utilize existing labor, material and financial resources.

Increasing the quality of training means increasing the amount of information in the units of time allocated for it. To do this, the instructors must pay increased attention to the fundamentals of science, reduce the

amount of secondary academic information, and improve interdisciplinary ties among academic disciplines. This, one would think, would bring about elimination of the duplication of academic material. Increasing the quality of education must be oriented toward the formation of a new type of worker.

Training the workers at the level of the increased requirements of developed socialism will permit putting our country on the highest level of productivity of social labor. Such training will create opportunities for actively spreading progressive forms for paying wages, broadly introducing cost accounting at all stages of economic activity, and expanding worker participation in production management; it will also create opportunities for developing other processes inherent in the conditions of mature socialism.

Our society has encountered the kind of qualitative achievements in all spheres of life, including education, which will bring us to a turning point. In this connection structural policy must, it would seem, proceed from the necessity, on the one hand, to achieve a state of balance in the educational-skill structure of worker employment and the structure of the educational system, and on the other to provide an internal state of balance in the separate spheres and stages of education. The interests of society and the individual in receiving a certain educational level and profile must also be coordinated.

At present, as is well known, the reform of the general educational and vocational schools is being put into practice, and the time has come for reorganization of secondary special and higher schools. It would be expedient, according to Ye.N. Zhiltsov, to transform the secondary special educational institutions into educational institutions for the initial stage of higher education. Such a change should be made gradually, starting with that portion of the tekhnikums which are well-supplied with equipment and staffed with skilled cadres. Along with this it would be fitting to place the higher schools on a graduated system of training, at the first stage training specialists with broad qualifications to carry out operational activities in production, and at the second, specialists for design engineering and research work. With a graduated system of training at the VUZ, it is increasingly important to select young people both for the first and especially for the second stage of training. At the same time it is necessary to carefully reorganize all work on training, on competitive selection, and certifying pedagogical cadres in higher education, in order to achieve greater effectiveness in increasing the qualifications and professional mastery of the pedagogical cadres. Inasmuch as the role of this work in improving the quality of education is exceptionally important, it is fitting to place periodical certification of the pedagogical staffs under the control of the USSR VAK [High Degree Commission] in order for all VUZ's in the country to guarantee uniform state requirements for competitive selection of instructors for their new term of work.

O.V. Dolzhenko (candidate of physics and mathematical sciences, chief editor of the magazine VESTNIK VYSSHEY SHKOLY [Higher Education Herald]), noted that the difficulty in training the upcoming generations for labor activity and for the subsequent utilization of their labor potential is to a great

extent a result of incongruities in the structure of the educational system and the structure of orders for cadres of a certain skill and vocational inclination. Here there are a number of causes, and I will dwell only on certain ones.

Today one gets the impression that we do not yet have a full-fledged educational system from the point of view of a theory of systems. The existing vocational-technical, secondary special, and higher education (and one should also add the system of increasing one's skills) can be examined only as subsystems, which function in the exercise of the system. At the same time, special attention is devoted to internal questions--but questions of "linking up" and coordinating the interaction of the subsystems somehow are placed in the background. Completely systematic organization in practice can be realized only through the appropriate actions of a single administrative center.

Along with systematic organization of education at the nationwide and republic level, one would think that the time is right to devote closer attention to the educational systems at the regional level. Today, in many regions of the country there is a ramified system of departmentally separated educational institutions of the most varied types. There must be organic connection among them in a regional system.

Realizing true systematic organization in practice would permit solving a number of complex problems, and would set the stage for effective development of all units in the educational system.

The need for a transition to a qualitatively new systemic concept of education stems from the peculiarities of the process of training cadres in conditions of the high rates of socio-economic and scientific-technical development in our country. One example: by tradition it has come to pass that a person would work in the specialty in which he'd received his education. In our days the situation is not quite so clear. Many specialties may disappear in the coming years; they will be replaced by others, which we do not yet know about. Thus, today we are quite often preparing specialists to work in conditions of which we know very little. Hence arises the necessity for transition to practical realization of the idea of continuous education by means of establishing a unified system for it, which will provide the conditions for a person's normal functioning for the course of his entire active life. This in and of itself requires integration of all units in the educational system; moreover it must be a multi-stage system and must serve not only for vocational training, but must also create the conditions for all-round development of a person's capabilities, for one's self-realization.

Today, in order to completely realize one's abilities, an ever-increasing level of preparation is required. And it may be that the time is not far off in which along with a general secondary education there will also be general higher education. One would think that the traditional approach to the system of special education--considering it merely in a functional-cadre context--does not correspond to contemporary conditions.

And yet another feature. Many questions which concern the effectiveness of use of cadre potential can be dismissed, reducing the reaction time of the educational system to practical needs. This could be achieved by means of expanding cyclic and intensive forms of training to a given skill level and retraining cadres, creating differentiated paths for receiving an education which considers one's previous training.

The list of possibilities for increasing the effectiveness of use of the labor potential by means of improving the activity of the educational system, could, no doubt, be lengthened. But under all conditions of putting them into practice, serious and thorough theoretical work must be carried out creating a general theory of educational development as a system.

M.I. Skarzhinskiy invited attention to the fact that the importance of the effectiveness of expenditures for education is becoming increasingly important in the educational training of the workers. The method proposed by S.G. Strumilin for expressing the economic effectiveness of education through the growth in the national income by virtue of the educational training of the workers can serve only as a very rough approximation of an integral indicator.

The basic ways and means for increasing the economic effectiveness of the sphere of education in contemporary conditions have been defined sufficiently. They are characterized by the following: the degree of completion of the educational potential of the workers; the degree of organic relationship of education and upbringing; the organization of the educational training of a worker as the basis for the development of an individual's total capacity for labor in aggregate; the level of use of the labor potential and existing production resources, expressed in the use of highly-skilled workers in the jobs for which they were trained (and specifically engineering and technical workers), and also in accordance with the educational level of a worker and the content of a given concrete kind of labor. In this connection, M.I. Skarzhinskiy touched once again on the question of a certain increase in educational training over the level directly required for a given specific labor process. Increasing the effectiveness of expenditures for education requires, in particular, increasing its orientation toward completing the educational potential of the workers (by means of organically combining general educational, vocational and special training) and creating a more effective system of control and incentives for the effective use of the educational potential the workers possess in each unit of the national economy.

Ye.V. Kalinkin (dr. econ. sci., RSFSR Ministry of Higher and Secondary Special Education) agrees with those who hold the opinion that the system of education should not be considered only from the point of view of formation of labor resources. At the present time this system has taken shape as an independent branch of the national economy with a large number of employees. Suffice it to say that there are over 2.7 million teachers working in 141,000 schools, and over 400,000 professors and instructors working in 891 VUZ's. There are a great many scientific workers, engineering-technical

and auxiliary personnel. It is also extremely important to consider the fact that a significant portion of the able-bodied populace is diverted from the sphere of social production because of their studies; for retraining and increasing their skills away from the job; and for taking examinations, in the case of those going to night school and taking correspondence courses.

Through an integral analysis of the final national economic results of the work of the educational system, one can see that they do not yet fully meet the requirements for perfecting developed socialism. At the Nationwide Scientific-Practical Conference held in December 1984 on the theme of "Perfecting Developed Socialism and Party Ideological Work in the Light of the Decisions of the July (1983) CPSU Central Committee Plenum," the need was noted for serious reorganization of the system of training cadres--from grammar schools and vocational-technical institutions, to VUZ's.

The trends for further development of the educational system must be defined in consideration of the fact that it plays a multilevel role: on the one hand, it is a powerful factor in the all-round development of an individual and in achieving a classless socialist society; on the other, it is the foundation of scientific-technical progress.

The educational system represents a variety of subsystems in aggregate, each of which has both general and individual specific goals and tasks. The further development of the general educational and vocational-technical schools has been defined in accordance with the appropriate decrees of the party and the government. The tasks of higher education consist of increasing the quality of training of specialists in complete satisfaction of the needs of all branches of the national economy for specialists of the highest skill-category, and expanding the scale of retraining and increasing the skills of the economic administrators and specialists.

In recent years enrollments in the VUZ's have stabilized, and the number of those desiring to receive higher education is decreasing. This situation is as a rule connected only with the demographic situation. But it is also brought about by the expansion or contraction of the scale of preparation of cadres in the subsystem of secondary special education, and the growth in the subsystem of vocational-technical education, since the level of development of productive forces achieved still requires a greater influx of skilled workers.

In addition, shortcomings in planning for training cadres in the VUZ's, and in utilizing their graduates, the low rate of distribution of young specialists and the lack of success in keeping them on the job at the places to which they are sent for work, have promoted the spread of the opinion that higher education is principally a means for the all-round development of an individual. Thereby there has been increased accent on the social role of higher education; and to a certain extent there has been less attention given to the fact that it will continue to be the most important source for formation of the nation's skill potential.

Increasing the effectiveness of the work of higher education in this direction requires primarily a systematic approach to defining the structure of the educational system for the purpose of achieving continuity and interaction among its component parts, especially at the regional level. Thereby, the departmental approach to cadre training will be weakened. For example, it has become necessary to reduce the output of engineers and at the same time increase the quality of their training. This would be promoted by transition to a two-stage system of higher education, in which the capabilities of individual students could be more expediently revealed and developed. A number of administrators of industrial enterprises and organizations are speaking out for such an approach; they maintain that no more than five per cent of the working engineers are actively influencing the acceleration of scientific-technical progress. Increasing the proportion of working engineers also depends on improving the system of labor incentives for them.

It is necessary to make cadre training more purposeful and increase the responsibility and the discipline of the young specialists, who are distributed on the basis of social requirements. For example, expanding the training of cadres of teachers, physicians, agronomists, engineers and other specialists for agriculture is still producing little effect, inasmuch as a significant portion of them is not working at the place to which they were sent. This, incidentally, is not noted with regard to graduates of the vocational-technical schools, tekhnikums, and VUZ's of other branches of the national economy.

All the prerequisites exist for radically improving the utilization of the potential of higher education for retraining and increasing the qualifications of supervisory workers and specialists in the national economy. Increasing the contribution of higher education in postgraduate education requires, in our view, significantly strengthening its material base.

It is fitting to take note of still another trend in the development of the educational system: strengthening its intra-system relationships and the relationships of education with other branches of the national economy. The influence of higher education is becoming clearer in the entire system of cadre training. As indicated by the experience of joint work of the universities of RSFSR Minvuz with schools and vocational-technical schools, cooperation by instructors at VUZ's and schools is making a significant improvement in the general-scientific training of the pupils, and helps to display their capabilities and guide their development. Such integrated processes in the educational system has a predominantly territorial character, which is additional confirmation of the need to intensify the regional aspects in planning for cadre training.

Ch.D. Andonovich, in developing his thesis on the fact that in contemporary conditions man must study his entire life, called attention to the fact that the educational system must find the forms of assimilating knowledge and increasing skills which would permit people to ensure their own intellectual growth independent of their age, production or family conditions. Therefore it is necessary to develop various forms of training both with a break and without a break from production.

Higher education has a special role in this; in spite of its rather high achievements, higher education still has a lot to do in order to supply all branches of the national economy with cadres of the highest qualification.

To the extent that raising the workers' education and skills is one of the basic factors of intensification of socialist production on the whole, the process of training skilled workers and specialists must be based on the use of more effective means for training and more sophisticated forms for its organization, utilizing the latest scientific-technical achievements.

Intensification of education includes such elements as improving the quality of lectures, seminar studies, consultations, production practice and diploma projects, and improving educational work among the trainees. All of this presupposes the presence of a well-trained instructor staff, which is constantly improving in quality; and furnishing educational institutions with modern equipment.

Intensification of education as an aggregate of forms and methods of increasing the effectiveness of the academic process, stressed M.K. Shermenev, must not be confused with the effectiveness of education as a result of intensification. However, these two concepts are closely connected with and supplement one another.

In order to intensify education, as it is correctly stressed here, it is principally necessary to ensure the constant qualitative growth of the professor-instructor staff. It has been stated truthfully, that changes must be introduced to the system of retraining of instructor cadres, especially in the form of practical studies in the system of the USSR Academy of Sciences. It would also be desirable to create at the major VUZ's and branch ministries, scientific centers for retraining specialists, attracting the best-trained cadres to them. There is a pressing need for improvement in the academic process as well, since it is vitally necessary to graduate specialists who are broadly qualified, with a fundamental theoretical preparation, who possess a store of knowledge, who can be used to solve not only today's problems, but also those of future scientific-technical progress. In order to do this, it is necessary to intensify the problem-solving nature of lectures and seminars.

M.K. Shermenev is in agreement with those participants in the talks who stressed that in training cadres, a great deal depends on the degree to which the VUZ's are furnished with technical equipment. It is totally inadmissible to train cadres with the highest skills using old equipment. Presently the task is not only to equip the VUZ's with the advanced technology assimilated by industry, but also to systematically supply them with experimental and planned models of equipment. The question of attracting workers from scientific-research and planning institutes is connected with this.

Increased attention to improved scientific-research work at VUZ's is also required; this must be organically connected with the academic process and should serve as its continuation.

It was also proper to speak of how important in contemporary conditions are the economic aspects of education. Unfortunately, in all the links of the educational system, from the secondary school to the VUZ, economic work is organized poorly.

Yu.N. Pakhomov continued his thesis on the fact that there is a very acute problem facing the higher educational institutions, and especially economic institutions--the problem of the socio-cultural makeup and the intellectual potential of the instructor. VUZ's with an economic profile, unfortunately, bear the mark of precociousness, of rapid extensive development over the past two or three decades. In the formation of their instructor cadres tradition and continuity are not sufficiently developed. And if you do not speak of degrees and titles (after all, that's not everything), but of intellectuality in the highest sense of the word, of broad education and a measure of familiarization with culture, then all of this also leaves something to be desired.

With all the multiplicity of measures on improving the academic process, there are hardly any measures which directly support the selection of the most capable and erudite specialists as instructors, who are highly cultured and profound thinkers. Many measures are being taken to improve the academic process, but they are not very effective and are economically inefficient--inasmuch as, requiring significant expenditure of labor, they bring extremely insignificant useful results. Composing the multitudinous methodical works and other works of this nature devours an enormous amount of the instructor's time, and does not leave anything for the main thing--educating himself and becoming familiar with the spiritual values of our times.

But the matter does not boil down to simply wasting time. It is much more dangerous that the valued criteria of the academic process are diverted from the mainstream. Multitudinous commissions, making "raids" on VUZ's to evaluate the academic work, focus their attention on whatever they please, but not on the real quality of the instructor staffs. Criteria are brushed aside even when evaluating the subject of the studies, and a lecture delivered in a talented manner may be subjected to criticism simply because technical training aids or visual aids were not used during the lecture, or expository materials were used which do not correspond with the methodical materials available for this purpose. Familiarization with how the instructor conducts his classes quite frequently boils down to searching for certain "outstanding" examples for the reference instead of an all-round evaluation, one's degree and title notwithstanding, and evaluating the qualitative makeup of the instructors.

Each VUZ worker knows that the existing system of increasing one's qualification--graduate school or certification--has little influence on the qualitative makeup of the instructors. It is extremely difficult to get rid of a poor instructor, and this hinders improving the work of higher education.

Next to the instructor staff, the second priority factor which brings about results in the academic process at the present time is the selection of future students. The only method which proves itself here is the mechanism of free competition. All other variations result in passing people who are poorly-prepared and poorly-suited. Experience shows, for example, that the very poorest, right down to the completion of the last course, are the students who are graduates of preparatory departments, because in this zone competitive selection is poor and the influence of tutoring is more intense, which creates a kind of hothouse situation.

Presently it is not only the preservation but the intensification of the mechanism of competitive selection that is especially needed. This must be stressed, inasmuch as a lot of attention has been given recently to a proposal to replace competitive selection with various kinds of contract relationships between the VUZ's and the enterprises. But all of these novelties are only capable of undermining the ideals of selecting for the VUZ's the most capable people, and thereby does harm to the work of higher education--and this means, to the national economy as well, whose interests the authors of such propositions are supposedly defending. A special question, incidentally, is selection of students for VUZ's where there is no competition. Here they may use any methods, including the aforementioned. But there is no basis whatsoever for making this emergency situation the general rule.

Ye.V. Kasimovskiy called attention to the fact that the qualitative level of instructor in the social disciplines depends on a number of factors.

First of all, there is the affect of the reduction of the number of candidates who want to enroll in graduate school. Ye.V. Kasimovskiy noted that when he entered the graduate school of the Institute of Economics of the USSR Academy of Sciences (first selection), 36 people took an examination for six positions. After the war, especially in the second half of the 1960's, competition was sharply reduced, and there were occasionally even vacant places. Lowering the demands for entrance examinations was a result of this. Thus, at the present time people are quite often admitted to graduate school, who do not have a basic education in the area of social sciences. In the opinion of those who spoke on the subject, the prestige of the graduate school has declined. This also supported the excessively great development of the practice of sending people to the graduate school with a "special-purpose assignment", where, in the conditions which came to pass of a radical decline in those desiring to enroll, the "special assignees" were enrolled, the level of evaluation of the entrance essay and even the examinations they took in their specialty notwithstanding.

Secondly, over the last 23 years (since 1960) the number of candidates of sciences per doctor has grown very little--from 9 to 11, while the ratio of docents to academicians, corresponding members of the academy of sciences, and professors, taken together, remains unchanged--at 4 docents.

As a result, it turns out that the planned VAK [High Degree Commission] Regulation on the system for awarding scholarly degrees and awarding scholarly titles, permitting candidates of science to head graduate schools "as an exception", is becoming the rule.

Thirdly, and this I believe is the most important, the material incentives have radically declined for those who have completed graduate school and have received the scholarly degrees of candidate of sciences and then that of docent as well.

In the 1950's and 1960's, workers in science and scientific services held first place in wages among the nomenclatura accounted for by the CSA [Central Statistical Administration]. In 1950 they received 46 per cent more average wages than all workers and employees; in 1960, they received 31 per cent more; and in 1970, the average wages of workers and employees in construction surpassed those of the scientific workers. In 1980, workers in construction, transportation and industry were receiving more than scientific workers. Over a 33-year period the wages of scientific workers fell from first place to fourth.

A docent, a candidate of sciences with five years work experience, receives 250 rubles a month; at the top of the scale (over 10 years), he gets 320 rubles. And in order to receive the degree of candidate of sciences, he must study another three years after graduating from the VUZ. In 1960 a docent on the bottom of the wage scale received 2.8 times more than the average wages of a construction worker; but in 1983 the wages of a docent were only 19.40 rubles (8 per cent) more than the average wages of a construction worker.

This came about because the wages of workers and employees have grown and are growing steadily, as distinguished from the wages of graduate scientific workers--candidates, docents, doctors and professors.

V.G. Antoshkin (docent, cand. econ. sci., G.V. Plekhanov Institute on the National Economy, Moscow) reminds us, that at the present time every fourth person working in the national economy is a specialist. Improving the utilization of their highly-skilled labor is to a great extent connected with solving economic and organizational questions of improving work on increasing the qualification and retraining of specialists, and the growth of requirements on the level of their professional competence. Analysis shows that it is necessary to activate measures for steadily replenishing and using specialists' professional knowledge, one of which may consist of reorganizing the system of certification of cadres which would not permit one to progress on the job without appropriate growth in qualifications. In turn, in order to expand work on increasing qualifications, conditions are necessary which meet contemporary requirements. However, the capacity of the academic subunits in the system for increasing qualifications today is about one-half as great as it should be. As a result, the established periodicity for increasing cadre qualifications is not being maintained, and at the present time it amounts to 10-12 years on the average in the

country. However, half of the supervisory and engineering-technical workers are being trained in courses which do not afford the conditions of the academic process in accordance with contemporary scientific standards. Significant resources are needed to strengthen and modernize the material-technical basis of the system for increasing qualifications.

Also requiring solution is the problem of attracting the most qualified specialists, top administrators and scientists, to work on increasing their qualifications. Higher education must play a large role in this, on the basis of which centers should be established for increasing qualifications and retraining cadres both with higher and with secondary special education. Improving the economic relationships of VUZ's and branches of industry will also help increase the role of higher education. Thus, according to existing norms, a student at a department for increasing qualifications, both in terms of expenditure of funds and in terms of staffing is, as a rule equated to a full-time day student. Incidentally, the requirements for a department for increasing qualifications are much higher than for the day departments of VUZ's, both in terms of technical equipment for the academic process and in terms of the qualifications of the instructors and expenses for their wages, and for preparation for classes.

Yu.A. Bzhilyanskiy noted, that abandonment of the requirement for training cadres in consideration of the real needs of the national economy for a foreseeable period, in practice inevitably makes itself known, and appears in certain external forms. Thus, at present one often hears of the loss of prestige of higher education, especially with respect to engineering. But in actual fact, "prestige" does not exist in and of itself. Its weakening, and its undermining are connected with the fact that the needs of society for real engineering work are always objective at a given level of industrial development, and attempts to satisfy these needs by relying on the number of trained engineers leads to a number of negative consequences. With the inevitably limited nature of the consumption fund, there is a correspondingly objective limitation to that part of it which society can allocate to representatives of engineer work, without thereby undermining the rational proportions in the distribution of consumer goods among the various categories of workers. And if there turns out to be more engineers than objectively required, then there is less for each of them from the consumption fund, which is allocated to the "engineer corps" as a whole. Therefore, in practice, an engineer's income just barely exceeds, and at times, as Ye.V. Kasimovskiy pointed out, is even less than the income of workers without higher education.

Another negative consequence is expressed in lowering the level of training of engineers because of the fact that the number wishing to become an engineer does not exceed the number of vacancies in the corresponding VUZ's, and the requirements during the training at these VUZ's are reduced. At present, the question is how to intelligently reduce the number of graduate specialists, taking the most careful consideration of the real needs by branch, specialty and region--considering most important the growth in the quality of training of those workers with higher education.

"Cadre intensification" is an indispensable element in intensification of production and then some--it should precede the latter. In order to solve the problems in this area, higher education has an interest in the fact that on the whole there will be fewer students per instructor than there are now. One would think that this kind of "departmental interest" would not clash with the national interest.

A more complete basis must be established more rapidly to solve the problems of improving secondary special education. When the people applying to the SPTU [Agricultural Vocational-Technical School] have the same training as those entering the tekhnikums, and when the graduates of the tekhnikums quite often, just as the SPTU graduates do, go to work as workers-- the question arises, should not secondary special education be brought closer to and to a certain degree even be combined with vocational-technical? Besides, a great many engineers actually carry out the work of technicians. Would it not be more rational to form cadres of technicians, on the one hand, from those who have completed the first courses in the VUZ's and who do not display the necessary aptitude to successfully complete their higher education (We have in mind that two-stage system of which we've spoken often here); and on the other hand, from those graduates of the system of vo-tech education, who have gravitated toward the level of specialist with a secondary education? The advantages of a tekhnikum over the SPTU are well known. They boil down to the fact that they provide an education at a higher level. But a vo-tech education also has its advantages, among which are the fact that it has a regional form of organization and is not spread out among a number of departments. Obviously, it makes sense to try to combine the advantages of these two forms of education, which are different today. It goes without saying that solution of this rather complex problem should be based on research, which presupposes studying practical experience.

I.A. Yagodkina called attention to still another important aspect of the problem. Questions of educational development are closely associated with questions of the competition of two world socio-economic systems. If we lag behind the capitalist countries in the area of education, this will also threaten lags in the economic area. In this connection we would like to call attention to the fact that the proportion of our expenditures for education in the 1960's and 1970's with respect to the total state budget showed a trend toward a certain amount of growth; but now there is no such trend. At the same time, education in contemporary conditions requires ever increasing expenditures for each student. In solving the problems of the formation of funds for the needs of education, one should also take into consideration the necessity for unconditionally ensuring our leading position in the world in this area.

V.M. Zuyev (cand. econ. sci., chief of the science department for higher and secondary special institutions, Moscow City Planning Dept) first of all noted the situation in which the educational system, with the exception of the general educational schools, have an inherently branch structure of administration and planning. As a source of its formation, it has the resources of the young people, who have a purely territorial education.

Industrial-branch educational establishments prepare their cadres chiefly on the basis of needs of a branch nature, without especially tying-in the demographic conditions of the regions in which they operate. In addition, every branch hardly considers at all the general needs of the regions for cadres of this or that skill. In a number of cases all of this leads, first of all to a situation in which the overall size of the enrollments of pupils and students in the region's educational establishments does not coincide with the number of young people; and secondly, it leads to a situation in which the size and structure of the regional needs for cadres and their training do not coincide. Among the results of this is too large an amount of territorial redistribution of labor resources, and transferring workers from one region to another, which leads to unstable cadres, and a poor record of keeping them on the job.

This concerns the activities of higher education in particular. For example, 76 VUZ's are in operation in Moscow, and the city's needs for specialists with higher education are only half-satisfied. Many specialists from among the populace of different regions of the country are trained in the city's VUZ's, but the majority "settle" in Moscow, when at the same time they are sorely needed at the enterprises and organizations at their permanent place of residence. It is probably time to approach this question in a somewhat different manner. The VUZ centers of Moscow and Leningrad should provide all regions of the country not only specialists, but also scientific-pedagogical cadres. If we intensify the process of supplying instructor cadres to the peripheral VUZ's, we will thereby create a nucleus, the basis for formation of local cadres, and we will beef up the role of these VUZ's as centers of culture and as centers of education.

V.B. Belkin, remarking on the increasing connection in contemporary conditions of the educational system with the tasks of training worker cadres said, that according to forecast estimates, further convergence of the forms of training workers in the system of vo-tech education and vocational training on-the-job will take place in the future. On the one hand, on-the-job training will increasingly take on the nature of a permanent course, and on the other hand the vo-tech school will increasingly merge with industry by means of uniting with the base enterprises, and by expanding the system of night (shift) vo-tech schools with reduced periods of training.

In contemporary conditions it is important to determine on a scientific basis which workers (by profession and skill level), how (which training method) and where (general educational school, agricultural vo-tech school or on-the-job), should be organized and sent by a planned system to the branches of the national economy. Through combined efforts a single classification of professions must be established on a principally new basis. Analysis of a list of professions showed, that the very same professional training is provided in the educational establishments of vo-tech education at various levels of training. This pertains, for example, to light industry and to a number of other branches of the national economy.

A general education which provides the fundamental basis for training skilled manpower, said M.L. Levitskiy (cand. econ sci., laboratory chief at Moscow State Pedagogical Institute imeni V.I. Lenin), has at the present time become one of the major branches of the national economy. In the 1983/84 academic year in the day general educational schools alone there were 2.3 million teachers. From 1940 through 1982, the size of the pedagogical cadres throughout the country increased by a factor of 2.2. At the same time their qualitative makeup has improved: for the period 1970/71-1983/84 alone, the proportion of teachers with higher education increased from 53 to 76 per cent.

Implementing the reforms of the general educational and vocational schools, the transition to educating children from the age of six, and improving the academic-educational process (in particular, reducing the norms for class size and the academic workload of the teachers) requires additional increases to the size of the pedagogical cadres. Thus, according to our calculations, it will be necessary to train no fewer than 170,000 more teachers. At the same time one must consider that a change is planned for training teachers and educators in higher education only. Further introduction of computer technology to the educational process, and studying it as a special subject and as a means of training and means of administering the academic-educational process, will be oriented toward training teachers who possess the required knowledge and skills in this area.

The people who are now entering the pedagogical institutes will be training the generations who will be born in the 21st century, and in this connection it is necessary to determine at this time the content of their academic program. In particular, for this purpose it is necessary to develop an organizational-pedagogical conception for the pupils to achieve computer literacy. All of these considerations make the problem of changing the structure of teacher training an extremely urgent one, the solution of which to a considerable degree will determine the rate of development of scientific and technical progress.

Another important change in the training of pedagogical cadres for the elementary schools is seriously raising the level of economic training of the teachers for the purposes of improving the economic upbringing and education of the pupils.

Expanding the scale of productive labor of the pupils represents one of the urgent problems for ensuring coincidence of the profile of training of the teachers for working in the industrial-pedagogical departments of the pedagogical institutes on those directions of elementary school labor education which apply to mass professions, which are needed in this or that region. This presupposes working out reliable regional forecasts for needs for skilled worker cadres as the prerequisite for organizing the training of teachers. Taking such a need into consideration, in a number of instances inter-regional cooperation in their training seems necessary.

The qualitative and quantitative characteristics of the elementary school contingent will to a decisive degree influence the scale and proportion of development of other elements of the educational system. Young people are the main source for filling the ranks of the workers. Therefore, it is understandable that changes in the contingents in one of the kinds of training will have an effect on other kinds as well. The period, in the course of which graduates of the eight-year program (after the reform is completed, 9 years) will be able to go to work in the national economy amounts to from 2 to 7 years. Therefore, the distribution of young people among secondary vo-tech schools, secondary special educational establishments and 9-10 classes of general educational schools under current planning will have a long-term socio-economic effect in the interval of time up to 7 years. The problem of rationalization of the correlation between the streams of training young people is also brought to the forefront in connection with the demographic situation which is taking shape today. Thus, optimal distribution of graduates of secondary schools must correspond to the tasks of compensating to the maximum for the needs of the national economy for cadres for all years of the planning period.

Ye.N. Zhiltsov, stressed in conclusion, that all those taking part in the session shared a consensus on the increasing role of the human factor in solving the tasks of the modern stage of development of Soviet society.

Consistent and all-round perfection of developed socialism requires fundamental improvements in the system of training and educating cadres--from elementary school and vo-tech schools to the higher educational institutions. It is precisely such work that will be conducted in accordance with the reform of the general educational and vocational schools. At the same time it is not only a question of perfecting people as the main productive force of society, of bringing them up not simply as bearers of a certain amount of knowledge, but one of the formation of active builders of a new society, of all-round developed personalities. And this signifies that the primary task of the entire training and educational system in our country is the formation of a worker of a qualitatively new type, in accordance with the conditions and needs of a developed socialist society.

All the participants agree with the fact that significant improvements in the quality of the academic-educational process, and fundamental reorganization of the educational system, depend to a large extent on the level of the theoretical, professional and general cultural training of the pedagogical cadres. There is still quite a bit to do to improve the qualitative makeup of the instructor cadres in educational institutions of all kinds, starting with the pre-school establishments and finishing with higher education. In turn, this requires the corresponding material support to the instructors, and maintaining their social prestige at a high level.

The participants in the session called attention to the disproportions in the development of education and training of cadres: in particular, the imbalance between general and vocational education, between the training of cadres in the system of vo-tech schools and directly on-the-job, between higher and secondary special education, and between training of specialists

and subsequently increasing their qualifications. Distortions were noted in the cross-section of higher education (in particular the excessive development of engineering education).

Elimination of the aforementioned disproportions in the regeneration of qualified cadres is seen in the significant improvements to the planned administration of the educational system. It must be directed, on the one hand, to intensification of the involvement of all the links in the educational system; and on the other, toward increasing the state of equilibrium in the training of cadres and that of the needs of the branches of the national economy and the corresponding territories for them.

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The editors hope that the discussion which took place at the "round table", which posed a number of important questions and which brought forth certain suggestions for their possible solution, will stimulate more intensive and more profound elaboration of the economic problems of the development of the sphere of education.

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## EDUCATION

### KAZAKH SSR EDUCATION MINISTER ON PROGRESS OF SCHOOL REFORM

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[Article by Kazakh SSR Minister of Education K. Balakhmetov under the rubric "Questions of Organization and Leadership": "In Accordance with the Requirements of the Reform"]

[Text] In the schools of Kazakhstan, like those of the entire nation, the 1984/85 academic year is marked by the implementation of the Main Directions for Reform of the General Education and the Vocational School.

The teachers and all of the public education workers in the republic are thoroughly aware of their personal responsibility for the success of the reforms being made in the school during the final period of the 11th Five-Year Plan, at the threshold of the 27th CPSU Congress.

Party documents and decisions, imbued with concern for further improvement of the entire process of public education and communist indoctrination of the upcoming generations, have evoked in the republic's educators a new outpouring of creative effort and energy, a fervent desire to work selflessly to raise the level of training and indoctrination for the youth.

The practical work of implementing the school reform principles in our republic was preceded by extensive preparatory work. Working groups were set up in the Ministry of Education and in the local public education departments to monitor the implementation of requirements set forth in documents approved by the directive bodies for implementing the school reform.

The gradual transition to educating children in general education schools from the age of 6 years is one of the most important tasks defined in the Main Directions for the Reform. We are not starting this task with nothing. Six-year-olds have been prepared for school in the republic since 1967--in preparatory classes at general education schools and in the upper (preparatory) groups at kindergartens. Six-year olds are still prepared for school predominately in kindergartens, although the number of children in preparatory classes at schools is growing at an annual rate significantly exceeding the growth rate for the number of children in the upper groups at kindergartens.

The experimental education of children from the age of 6 years has been conducted since 1981 at 63 general education schools and 39 preschool establishments

in a number of our republic's oblasts. The conditions necessary for the children to study and to rest have been created in many experimental classes and groups, two or three hot meals and a nap have been arranged for them, and sports facilities have been set up. All of the experimental classes are on an extended day schedule. The classes are arranged and the extended day schedule is organized in preparatory classes and experimental classes one through three on the basis of methodological instructions developed by the USSR Ministries of Education and Health. The experiment in educating 6-year-olds is discussed annually by the Scientific Council of the Scientific Research Institute of Pedagogical Sciences imeni I. Altynsarin and is reviewed by the board of the republic's Ministry of Education.

The initial results of the experiment have shown that most of the 6-year-olds successfully assimilate the reading and writing program, acquire skills in the phonetic analysis of words and master the mathematics covered in the program. With a properly organized schedule, the training is accomplished without detriment to the health or the balanced development of the children.

All of this confirms the expediency of converting to the system of educating children from the age of 6 years. The conversion will be started in the republic during the 1986/87 academic year simultaneously in general education schools and preschool establishments, with the children studying under a standard 4-year elementary education program. Along with this, a considerable portion of the children will continue at the age of 7 years to enter first-grade classes which are a part of three-year elementary education programs.

According to preliminary figures, 152,000 of the 6-year-olds will be in the first grade of a general education school in 1986, while 83,700 will be in kindergartens. This will require the prompt creation of the necessary educational facilities and conditions for the complete training and indoctrination of the pupils, as well as the provision of schools and kindergartens with qualified teachers.

Steps are now being considered and implemented for building up the training facilities of educational institutions and increasing the output of teachers, and the question of opening new teachers' schools for training elementary school teachers is being studied.

It will be easier to decide on the distribution of classes for 6-year-olds in the rural area, where more than half of the schools operate on a single-shift schedule. The solution in cities and urban type settlements will have to be based on the reconstruction of existing school buildings and the construction of annexes to them with suitable facilities for 6-year-olds. A new type of establishment--a combination kindergarten and school--is becoming widespread in the republic. It is particularly expedient to set these up for educating 6-year-olds in small communities.

Before 1986, all of the elementary school teachers who will be working with 6-year-olds will take refresher courses at oblast advanced teacher training institutes.

In accordance with the Main Directions for the School Reform, public education agencies must take steps to further develop the public preschool education, to improve the all-around development of children of preschool age and to assure that they are prepared to attend school.

Our republic presently has 7,674 preschool establishments, which educate 49.9 percent of the children of that age. By the 1983/84 academic year, 48 percent of the children entering the first grade had been prepared to attend school at preschool establishments.

In order to completely meet public requirements for preschool establishments by 1990, it is planned to increase the volume of new construction by 53 percent under the 12th Five-Year Plan, compared with the 11th--that is, to build combination nurseries and kindergartens for more than 300,000 children.

Building up the material and technical base and creating the very best conditions for the upbringing, education and health care of the children constitute one of the central problems in the further development of the preschool training system. All construction in recent years has been carried out with new, standard plans, in which the standard area per child has been increased considerably--from 2.5 to 4 square meters. Facilities for the upper, school-preparatory groups include classrooms for mathematics, native language and art. Two-thirds of the republic's preschool establishments are now housed in standard buildings.

The build-up of the facilities and improvement of the performance of preschool establishments is being furthered by socialist competition among the teaching staffs and the sponsors of many preschool establishments and by reviews and competitions conducted by education agencies, ministries and departments together with the central committees and councils of trade unions. A republic review of the preparedness of preschool establishments for winter operation, conducted by the Ministry of Education together with the Republic Committee of the Trade Union of Educational Workers, the higher school and scientific institutions, for example, was very helpful. During the review, sponsoring kolkhozes and sovkhoses, enterprises and departments allocated, in addition to budgeted funds, money for performing maintenance and capital repair on many buildings, for equipping playgrounds and for acquiring visual aids and technical training equipment. The total amount provided the preschool establishments in the form of sponsorship assistance was around 2 million rubles in Karaganda Oblast, 1.5 million rubles in Kustanay Oblast, 900,000 rubles in Alma-Ata Oblast, and so forth.

The Ministry of Education together with the republic's Ministry of Health have taken steps to improve health care for children in kindergartens, to raise the level of their medical services, to enhance sanitation monitoring of the preschool establishments, to improve conditions for performing physical training and health improvement work with the children and eliminate the causes of illnesses. Effective steps are being taken to better organize the feeding of the children and to provide the children's establishments with the necessary food supplies.

The first steps have been taken this academic year to improve the training and upbringing process. Using the experience acquired during the first year of the reform, the teaching staffs of the schools will be working even more comprehensively, actively and persistently to improve their performance.

This process is being aided by the development and printing of good textbooks for the elementary classes of the republic's national schools, made up in conformity with the new programs, as well as literature on training methods and visual aids. A great deal of responsibility for this has fallen to the collective of the Republic Scientific Research Institute of Pedagogical Sciences imeni I. Altynsarin, which is now expected not to produce just textbooks for the schools, but training methods sets for each subject, which include all of the components--from the textbook to didactic materials, tables and film strips.

Commissions for reworking programs for the elementary classes in the Kazakh language and literature, the Uygur language and literature, and the Russian language in the Kazakh school are working hard. Teams of authors have been established, charged with reworking textbooks for the first-fourth grades with Kazakh and Uygur languages of instruction, and methodological instructions for teaching the academic subjects under the control of the republic's Ministry of Education have been worked out and passed on to the schools. These recommendations specify what must be done to eliminate overly complex material and material of secondary importance. The course "Ethics and Psychology of Family Life" was introduced in all nine grades during the second half of the year.

The experience of Secondary School No. 17 in Aktyubinsk in optimizing the educational and upbringing process, that of Secondary School No. 34 in Ust-Kamenogorsk in developing aware discipline and organizing the free time of the students, and that of Secondary School No. 35 in Petropavlovsk in developing student self-government have received extensive publicity in the republic. The advanced know-how of such master teachers as T. Zhurunova teacher at the Shuchinsk Boarding School, A. Miroshnichenko of Bestyubinskaya Secondary School in Tselinograd Oblast, S. Abdil'manova, teacher of elementary grades at the Sarzhal'skaya Secondary School in Abayskiy Rayon, Semipalatinsk Oblast, G. Bulycheva of Secondary School No. 5 in Balkhash, Dzhezkazgan Oblast, and many other highly competent, erudite specialists is being disseminated. The work of introducing the achievements of science and advanced know-how is being performed most systematically and productively at public schools in North Kazakhstan Oblast, where many of the teaching staffs are creatively adopting the advanced know-how of the best teachers in the republic and in the nation.

A republic scientific and practical conference on "Improving the Teaching of the Natural Sciences and Mathematics in Republic Schools in Light of the Main Directions for the Reform of the General Education and the Vocational School" was held in October 1984 and a republic scientific and practical conference on improving the study of the Russian language at the republic's educational institutions was held in November for purposes of improving the educational and upbringing process.

Laboratories for the study of electronic computers and microprocessors will be set up in a number of schools and production training combines within the next

5 years. It is presently planned to set up around 50 of them. In order to resolve matters pertaining to the creation of these laboratories, we are going to have to rapidly train the teachers, assign and equip the proper premises.

Based on the requirements of the school reform, new and what we believe to be promising forms of extracurricular and extrascholastic work are being disseminated in the republic, which make it possible to organically combine general education with the musical, artistic and physical development of the children.

Secondary general education schools operating on an extended day schedule are centers of extracurricular training. Classes, groups and circles of children's music and art schools, schools of art, Pioneer centers, culture clubs and centers, libraries and other extrascholastic establishments are being opened there, which are under the authority of state, trade union and cooperative organizations. Practically all of the students are involved in extracurricular training at those schools. This work has been set up most successfully at the Akmolinskaya Secondary School in Tselinograd Oblast. Its experience in 1984 was studied and approved by the republic's Ministry of Education.

Steps are presently being taken to further develop the network of these schools. Active participation by the trade unions in the organization of extrascholastic work with the children is helping. It is planned to open 1,073 clubs for children and adolescents with a membership of more than 250,000 school children during the period 1986-1990 at general education schools operating only one shift.

The Main Directions for the Reform call for the further development of extrascholastic establishments. The republic presently has 1,422 extrascholastic establishments involving 597,000 students. The number of children involved in extrascholastic training will almost double under the 12th Five Year Plan.

In recent years the teaching staffs of republic schools have been applying a comprehensive approach to the communist indoctrination of the students. With this approach they are improving the quality and effectiveness of the indoctrinational work.

In view of the acuteness of the ideological struggle between socialism and capitalism, we are giving special attention to preventing views and morals alien to our ideology and morality from influencing the students, to developing intolerance of them and the ability to stand up for one's views and convictions.

The process of ideological and moral indoctrination of school children is developed, strengthened and enriched both in the classes and in diverse forms of extracurricular and extrascholastic indoctrinational work. Maximum use is made of the possibilities of student self-government, the organization of their activities in Pioneer and Komsomol organizations, and the practical reinforcement of political knowledge and moral standards shaped in the school for developing the social activeness of the students. Preparations for the forthcoming commemoration of the 40th anniversary of the Soviet people's Victory in the Great

Patriotic War have opened up extensive possibilities for enhancing the ideological-political and moral indoctrination of the students. The educational agencies and the teaching staffs of the schools are focusing their efforts on making the fullest use of these possibilities.

A public movement has been launched on an extensive basis in Kazakhstan to improve the communist indoctrination of the upcoming generation, in which the school, the family, labor collectives and the community are operating as a united front. The movement was initiated 22 years ago by public groups of Ekibastuz. A republic scientific and practical conference will be conducted in 1985, which will summarize experience in organizing joint work by the school, the family and the community and will work out recommendations to further improve it in accordance with the requirements of the reform. Recommendations "On the Aesthetic Upbringing of the Students in the General Education Schools" were sent to the public education departments in October 1984. They specified measures for fundamentally improving the aesthetic upbringing in light of the requirements set forth in the Main Directions for the Reform of the General Education and the Vocational School. School, city, oblast and republic competitive reviews of the performance of music school students, held in 1984, as well as rayon, city and oblast festivals of the school children's amateur art, helped to further improve the aesthetic development of the student youth. More than a million children, adolescents, young men and women took part in them.

In the work of improving the school's performance, the party attaches special importance to fundamentally improving the preparation of the young generation for work. This point in the Main Directions for the Reform requires that all levels of public education work thoughtfully and efficiently to correctly organize the labor indoctrination, training and job orientation of the school children and their direct participation in publicly useful production labor.

In this extremely important work we are relying upon experience accumulated in the republic in recent years.

Around 70 percent of the republic's schools presently have work practice rooms for the primary classes, and all secondary and 8-year schools have training workshops. In addition, 80 percent of them have labor servicing laboratories. Most of the rural schools have experimental training sections on the grounds. Interschool production training combines and training shops at enterprises, as well as kolkhoz and sovkhos labor training complexes, have undergone a certain degree of development. Around 50 percent of the upper-grade students receive labor training at 166 production training combines and at 500 enterprise training shops. More than 96 percent of the students in grades 7 through 9 annually receive experience at summer jobs with the slogan: "My labor is added to the labor of my republic." Around 70 percent of the graduates of general education schools receive skills certificates issued for 80 different common occupations along with their secondary education certificates, and a third of them find jobs or continue their training in the field for which they have been prepared. A certain amount of work has been performed to improve the qualifications of labor training teachers and production training masters, as well as to provide additional training for teachers in this field.

The Main Directions for the Reform, however, indicate that the present state of labor indoctrination, training and job orientation for the students must be fundamentally improved. We will have to make a serious effort to create the conditions for arranging publicly useful production labor for the students. We are still a long way from interesting base enterprises and farms to participate in the organization of production work for school children, particularly the secondary grades. The children's technical creativity must be given greater scope and a practical production focus. The indoctrinational possibilities of interaction among schools, production collectives and the general public are not being adequately utilized for organizing productive labor, labor indoctrination and job orientation for the school children. Many schools still do not have the materials and equipment base to fully provide a polytechnic education or to set up labor training for the students measuring up to modern requirements.

In accordance with the degree passed by the CPSU Central Committee and the USSR Council of Ministers on improving the labor indoctrination and training of the school children and arranging publicly useful production labor for them, the republic's Ministry of Education has worked out a plan of measures to develop the physical plant for the labor preparation of school children for the period 1986-1990. It calls for the extensive dissemination, beginning in 1984, of training for 8th-grade and wherever possible, 7th-grade, students in interschool production training combines, at training shops and sections of enterprises and farms, as well as at vocational and technical schools. During the forthcoming five-year period the group of students in production training combines will increase more than 2-fold, reaching around 230,000 school children. This will require increasing the number of combines from 166 to 286. As specified in the Main Directions for the Reform, the ispolkoms of local soviets of people's deputies, along with defining the labor training fields, are defining the type and volume of production labor for each field, using the facilities of all enterprises located within their territory, irrespective of departmental subordination.

The plan attaches special importance to setting up training shops and sections of enterprises, in which the principle of combining training with production labor is implemented most fully and the students are acquainted with the structure and the organization of modern industrial and agricultural production. It is planned to increase the number of training shops and sections to 865 by 1990, which is almost three times the present number.

The transfer of the labor preparation of students in the 10th (and in the future, the 11th) grades directly to jobs allocated by the enterprises is a new and fairly complex matter for us, one requiring joint coordinated efforts by various ministries and departments. More than 5,000 jobs have been allocated at enterprises for the labor training of 10th-grade students, mainly urban students, for the 1984/85 academic year. This has made it possible to relieve the load somewhat on the shops of interschool production training combines and to accept 7th and 8th grade students for the jobs freed. This will permit considerable improvement of the labor training for middle-level students and to improve the staffing of the vocational and technical schools.

We plan to introduce labor training for upper-grade students in training shops and sections of enterprises in all sectors of the national economy.

At this point I should cite the experience of the Kazakh SSR Ministry of Light Industry. It has performed a considerable amount of work to set up training shops at enterprises under its authority and to create conditions conducive to productive labor in the interschool production training combines. Because of this, more than 23,000 9th and 10th grade students in the republic's general education schools are receiving labor training in the light industry fields. Training shops with 1400 job stations have been set up for the light industry fields in 74 production training combines. A total of 215 production training masters have been assigned to train the upper-grade students. They include outstanding production workers and shock workers of communist labor. The Karaganda Footwear Factory, for example, has set up two production training sections with 20 work stations each in the production training combine in Sovetskiy Rayon. Furthermore, job stations and experienced specialists/instructors have been allocated in one of the factory's shops for 10th grade students in the rayon. The students are turning out 3,500 pairs of shoes during the academic year. Output will be increased almost 2-fold this year as a result of involving 8th grade students in the productive labor.

In accordance with the requirements of the Main Directions for Reform of the General Education and the Vocational School, the Ministry of Light Industry has outlined specific steps to further improve the work performed jointly with the schools and public education agencies to provide labor indoctrination, training and job orientation for the students. A long-range plan has been compiled for setting up job stations at enterprises under the ministry for organizing labor training for school children to the year 1990. It is planned to set up another 1300 job stations and to allocate modern equipment and qualified instructors. In addition, the Ministry of Light Industry and other republic industrial ministries and departments are presently considering possibilities for setting up training shops or production workshops of their enterprises in the rural production training combines and secondary schools for organizing productive labor for girls. There is an extremely urgent need for this in the rural situation.

As we devote a great deal of attention to productive labor of the upper-grade students, we must also concern ourselves with setting up labor training and productive labor for middle-grade students. Our experience in commercial co-operation between the schools and base enterprises has demonstrated that it is realistically possible to link the labor indoctrination and training of students in grades 5 through 8 more closely with productive labor. For this purpose, it is planned to set up around 100 school and interschool production training workshops for middle-grade students in the republic by 1990.

Special attention is being devoted to preparing the upper-grade students of rural schools for labor. There are almost twice as many of them as there are urban students in our republic. Only 21.2 percent of the total number of rural students in the 9th and 10th grades are involved in labor training at a production base, however, while the figure is 81.3 percent in the cities. The most effective way to overcome this lag lies in the universal establishment of kolkhoz and sovkhos production training combines (complexes) for labor training, which would jointly organize base farms and schools, using the possibilities of course instruction combines of the rayon agroindustrial associations. These

combines are ordinarily opened at the farm center of the sovkhos (or kolkhos) and are designated for providing labor training for students in grades 8 through 10 at secondary and incomplete secondary schools. The same base is used for refresher training for sovkhos (kolkhos) working cadres in accordance with the RAPO [rayon agroindustrial association] plan. The facilities of the course instruction combines of farms or schools are used for conducting the classes, and the productive labor is organized in student production brigades with teams corresponding to the specific types of labor training. During the winter, the productive labor of the school children involves mainly the repair of agricultural equipment.

The republic attaches great importance to the organization of labor associations of school children during the summer. It is planned to increase the number of labor and vacation camps under the 12th and 13th Five Year Plans and to build another 200 permanent buildings for these camps with a capacity of 40,000 students.

More than 100,000 school children work each year at labor and vacation camps. They perform the most labor-intensive agricultural jobs, the weeding and the harvesting of vegetables. The creation by the farms of better conditions for the work and rest of the school children will make it possible to expand the network of these camps by 1990 to handle more than 350,000 children, including 250,000 urban school children. The planned construction of stationary buildings connected to public utilities and with baths and toilets has been started for this purpose.

The level of job orientation work performed with the school children is also going to have to be improved considerably. The specific types of labor training they receive frequently conform little to national economic needs for workers. The fact that the students have a knowledge of the fundamentals of production, skills and abilities in a specific occupation and information on the demand for workers, even in combination with work experience, does not mean that they are prepared to work in the national economy, there where the society needs them. This kind of preparedness requires the shaping of a sense of public duty, an active civic stance and a communist attitude toward labor. These qualities must be developed in the students by the school, together with the labor collective of the basic production operation, in the process of real productive labor needed by the society.

The success of the school depends primarily upon the level of preparedness and the stability of the teaching cadres. This is precisely why the republic is giving priority attention to expanding and improving the training of cadres of teachers and other public education workers.

A certain amount of work has been performed in the republic in recent years to improve housing, cultural conditions and personal services for the teachers of rural schools. The number of rural teachers living in private apartments is dropping by the year. Rural school teachers received 1,849 apartments in 1984 alone.

By way of implementing the principles of the reform, steps are being taken to increase the role of the teachers' institutes. They have been assigned the task

not just of providing the future teachers and educators with the latest knowledge and with good practical training, but also of becoming the leading scientific methods centers for the republic's public education system.

There are 18 teachers' institutes and 28 teachers' schools under the authority of the Kazakh SSR Ministry of Education. They prepare teaching cadres in all the specialities and provide the schools and preschool establishments with more than 15,000 teachers and educators annually, 90 percent of which are assigned to rural schools. There is still a shortage of teaching cadres in many oblasts. There is a particularly significant shortage of teachers for the primary classes, for the labor training, physical education and aesthetics, as well as educators, methods experts and other specialists for the preschool training.

In order to more fully satisfy the great need for qualified cadres, measures have been worked out and are being implemented to regulate the system of teachers' institutes, to specialize them and to distribute the students among the departments more efficiently. It is planned to increase the number of students accepted at teachers' institutes by 3,250 by 1990.

The school reform has opened up extensive prospects for the further, all-around improvement of public education and the communist indoctrination of the upcoming generations.

Fully aware of their responsibility for implementing the principles of the reform, the teaching staffs of general education schools and teacher training institutions, and all of the workers in Kazakhstan's educational system are directing their efforts toward justifying the great trust of the party and the people, who are creating better conditions for the training and indoctrination of the children and the youth, for preparing them for life and labor and for active public work.

The practical implementation of the requirements for the reform has been started and is taking place in an atmosphere of enormous creative enthusiasm and good organization on the part of Kazakhstan's 200,000-strong army of teachers, the labor collectives of sponsoring (base) enterprises and farms, on the part of all friends and assistants of the school. Therein lies the guarantee that the noble and humane objectives of the reform will be fully accomplished.

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## EDUCATION

### FIRST DEPUTY MINISTER PANACHIN INTERVIEWED ON SCHOOL REFORM

Moscow UCHITEL'SKAYA GAZETA in Russian 21 May 85 p 2

[Interview with F. G. Panachin, USSR first deputy minister of education, under the rubric "On the Pathways to School Reform": "The Approach Is Not Just Formal but Contents-Oriented!": interviewer, date, and place not specified]

[Text] [Question] Five months have elapsed since the interview which you, Fedor Ivanovich, gave to a correspondent of UCHITEL'SKAYA GAZETA. During this period quite a substantial "briefcase full of letters" has accumulated, in which readers are asking what new measures have been undertaken by the USSR Ministry of Education with regard to examining and approving the documents which regulate school life under the conditions of the reform.

Above all, the readers are asking us to talk about what the Ministry of Education is concentrating its efforts upon in connection with the decisions of the April (1985) Plenum of the CPSU Central Committee concerning the convocation of the regular 27th party congress.

[Answer] The USSR Ministry of Education, like all the other departments and organizations, has worked out a plan of measures for greeting the 27th CPSU Congress in a worthy manner. The main thing is to successfully complete the current academic year, prepare well for academic year 1985-1986, and carry out all the assigned tasks of the 11th Five-Year Plan in the field of developing the educational system.

According to preliminary calculations, the five-year plan will be fulfilled with respect to all the basic quantitative indicators. For the period of the five-year plan graduates of secondary, general-education schools (day and evening) will exceed 18 million persons. The training of skilled working personnel with a secondary education has increased significantly. Specialists who have graduated with a higher and secondary education comprise approximately 10 million persons. The plan for school construction is being successfully carried out. With regard to preparations for the new academic year, the collegium of the ministry has already approved the recommendations contained in "On the Conduct of the August Conferences of Public Education Workers in 1985," and they will be published in UCHITEL'SKAYA GAZETA in the very near future.

Nevertheless, as has been shown by our inspection check-ups, information from the educational organs, letters from working people, and other materials, there are serious shortcomings in the work of the schools. In this connection, the

supervisory personnel of education and all Soviet teachers ought to draw conclusions, to very carefully and seriously analyze the results of what has been done during the year in the light of the party and government documents. It is a question of making sure that all organizational-pedagogical and methodological activity has more order and better organization, personal responsibility and discipline, vital creativity, and initiative. Every organizer and pedagogue must honorably and conscientiously carry out his own obligations. "We have begun a school reform whose significance for the country's future is difficult to overestimate," M. S. Gorbachev declared at the Plenum of the CPSU Central Committee. "And what is required now is not just a formal but a contents-oriented approach to the tasks which have been assigned and a cardinal improvement in the quality of instructing and bringing up the rising generation, training them for socially useful labor."

The upcoming 12th Five-Year Plan must become the deciding stage in implementing the school reform, in radically improving the quality of instructing and bringing up children and young persons.

[Question] We would like to know what kinds of changes there are in the new school curriculum.

[Answer] In December of this past year, in our interview with the UCHITEL'SKAYA GAZETA correspondent, we said that the draft for the new curriculum had been worked out. Today it can already be stated that the Standard Curriculum for the general-educational school with an 11-year term of instruction, as approved by the collegium of the USSR Ministry of Education, has been CONFIRMED by the minister. With respect to its basic parameters it proceeds from the Basic Directions of the reform of the general-educational and vocational schools and the decree of the CPSU Central Committee and the USSR Council of Ministers, dated 12 April 1984 and entitled "On Further Improving the General Education of Young Persons and Improving the Working Conditions of the General-Educational School." In particular, it has specified the following distribution of educational time during the week: in Grade 1—20 academic hours (in this grade an academic hour is equal to 35 minutes), in Grade 2—22 hours, in Grades 3—4—24 hours, in Grades 5—8—30 hours, in Grades 9—11 (12)—31 hours. In Grades 7—9 two hours are set aside, and in Grades 10—11 four hours are set aside for optional classes above the standard curriculum. In the nationality schools (those with non-Russian languages of instruction) an additional 2—3 hours a week are set aside in Grades 2—11 (12) for studying the Russian language.

In accordance with the decisions adopted, the curriculum provides for setting aside additional time for socially useful, productive labor by the schoolchildren as follows: in Grades 2—4—one hour a week, in Grades 5—7—two hours, in Grades 8—9—three hours, in Grades 10—11 (12)—up to four hours a week. Labor practice periods for the pupils has also been introduced: in Grades 5—7—10 days, in Grades 8—9—16 days, and in Grades 10 (11)—20 days. In connection with this, the academic year has been lengthened for these grades.

The following new subjects have been introduced into the curriculum: "Getting to Know the World Around Us" (Grades 1—2), "Fundamentals of Information Science and Computer Technology" (Grades 10—11), "Ethics and Psychology of Family Life" (Grades 10—11).

Within the framework of the subject "Labor and Occupational Training" a course to be entitled "Fundamentals of Production. The Choice of an Occupation" will be taught in Grade 8, and in Grades 8—11 (12) vocational training will be carried out.

The curriculum has basically retained the ratio between the social-science-humanities and natural-science-mathematics cycles of school subjects and the academic time being allocated to teaching them.

Following tradition, the academic year in all schools will begin on 1 September. The end of studies, including the holding of promotional (in specific republics) and graduation—in Grades 9 and 11 (12)—exams will take place, as a rule, on the following dates: Grades 1—3 May 30, Grade 4 June 5, Grades 5—7 June 15, Grade 8 June 20, Grades 9—11 (12) June 25.

[Question] When will the new school syllabi be approved, and what will their most substantial changes be with regard to general teaching procedures?

[Answer] The school syllabi with regard to all subjects for the new academic year will be approved in the next few months of this year. The Collegium of the USSR Ministry of Education has already approved the syllabi for chemistry, biology, the fundamentals of computer technology, and drawing. They all derive from the principal positions set forth in the Basic Directions of the Reform in the General Education and Vocational Education School.

The USSR Ministry of Education and the USSR Academy of Pedagogical Sciences considered it feasible to provide the syllabi with methodological recommendations, pointing out the most rational ways for the schoolchildren to master knowledge of the fundamentals of the sciences.

The syllabi will be published in the form of separate brochures and printed in scientific-methods journals.

[Question] What is the Ministry of Education undertaking in order to successfully begin the study in the schools of the fundamentals of information science and computer technology?

[Answer] In the field of training and re-training pedagogical personnel it has been decided to conduct specialized summer courses for teachers of mathematics and physics. The graduates of departments of physics and mathematics at pedagogical VUZ's will receive special training with regard to information science and computer technology. Drawn into this teacher training were universities, pedagogical and technical institutes, with whose teachers a seminar was held based at the MGU [Moscow State University] imeni M. V. Lomonosov as well as the leading VUZ's of Moscow. In accordance with the new curricula of the pedagogical institutes, their graduates in mathematics and physics will acquire additional specialization in information science. Other measures are also being carried out.

A textbook has also been written and is being published in a mass circulation. A scientific-methods manual is also being prepared for the teachers. In 1986 a contest for the best textbook will be announced. Requisitions have been made for the production and delivery to the republics, krays, and oblasts, of educational visual aids and technical instructional media.

Requisitions have been transmitted to various ministries and departments (USSR Goskino, the Diafil'm Studio, the Prosveshcheniye Publishing House) to develop educational visual aids necessary for providing the study-rooms with computer technology. Already during the course of 1985--1986 the following sets of tables will be created and sent to the schools: "Algorithms and Algorithmic Language," "Algorithms for Work with Values," "Programming Languages," and others.

Likewise in preparation are positive-type filmstrips, in particular, "The Arrangement of an Educational Microcomputer and Its Principal Units," filmstrips such as "The Role of the Computer in Contemporary Society," and other motion pictures about the emergence and development of computer technology and the use of computers in various branches of the national economy.

A convenient and effective means of instruction will be series of transparent slides which will acquaint the pupils with the concept of various commands--branchings, repeats, and the basic elements of programming languages.

Moreover, provisions have been made for working out, putting into production, and delivering sets of specialized pupils' and teachers' desks for study rooms equipped with computer technology.

Let me also mention additional conditions for teaching this subject. In the first place, beginning on 1 September 1985, Grades 9--10 (11) will be divided into two sub-groups (in the city schools where the number of pupils in the grade is 25 or more, in the rural schools--20 or more) in order to conduct practical classes with computers: in the second place, introducing bonuses for teachers who conduct study rooms and who service the computer equipment.

In the field of creating a material and technical base it has been decided to set up during the years 1986--1990 computer-technology study rooms, furnished with up-to-date equipment in one or two schools of a rayon, in inter-school educational-production combines, in pedagogical institutes and schools, and at institutes for upgrading the qualifications of teachers. The assignment has been given to ministries and departments to obligate the sub-departmental enterprises and institutions having computer equipment to create study rooms with displays for the purpose of conducting classes with secondary-school pupils. In the future study rooms furnished with computer equipment will be set up in all secondary schools.

[Question] What normative acts regulating the educational-indoctrinational work of the schools have recently been adopted by the USSR Ministry of Education?

[Answer] There are several of them. Let me cite a few of them.

We have approved the new edition of the standard "Instruction on Exams, Promotion, and Graduation of Pupils of General Educational Schools," in which certain cuts have been made by means of excluding a number of regulations of a non-fundamental nature. Among the new normatives of this instruction the following deserve mention: --specifying concrete time periods for the promotion and graduation of pupils who have unsatisfactory final marks and who have received summer assignments (in order to create the conditions for the graduates' labor arrangements, such time periods must be bounded by 25 June); --broadening the functions of the schools' pedagogical councils, which have been granted the right to set up repeat promotion and oral graduating exams;

--establishing a "conditional promotion" of pupils from one grade to another. Pupils of Grades 11 (12) who have not been admitted to the graduating exams have been permitted the course of instruction in the graduating grade of an evening (shift) school. This instruction likewise contains other innovations.

We have approved a new instruction entitled "On the Conditional Promotion of Unsuccessful Pupils of General Educational Schools." A conditional promotion to the next grade will be applied to pupils of Grades 2--8 and the 10th Grade of an 11-year school who have not been certified or who have received year-end (final) unsatisfactory marks on one or two academic subjects as a result of classes missed due to illness, in connection with moving to a different place of residence, and for other valid reasons. Conditional promotion is not to be applied to pupils having year-end (final) unsatisfactory marks due to systematic failure in the fundamentals of the sciences during the course of the year. Such pupils are to be left behind for repeat instruction in the same grade. With pupils who have been conditionally promoted to the next grade, during the first educational quarter special classes will be held so that they may master the syllabus of the subject in question.

We have approved the instruction entitled "On the Procedure for Issuing a Certificate with Distinction with regard to Incomplete Secondary Education" (the right to adopt a decision on this question has been granted to the pedagogical council), and new regulations have been prepared regarding gold and silver medals "For Distinguished Achievements in Study, Labor, and for Exemplary Conduct," as well as regarding the certificate "For Special Achievements in Studying Individual Subjects."

All these and other new documents will be published in the "Bulletin of Normative Acts of the USSR Ministry of Education."

[Question] The documents regarding school reform emphasize the idea of closer coordination of efforts and the joint activity of the organs of education, vocational-technical, higher, and secondary specialized education. What is being done by the USSR Ministry of Education along these lines?

[Answer] The basic directions of the reform of the general education and vocational schools and the subsequent decisions of the party and the government have facilitated further strengthening of the ties between the USSR Ministry of Education, USSR Gosprofobr [State Committee for Vocational and Technical Education], and the USSR Ministry of Higher and Secondary Specialized Education. All fundamental questions pertaining to further development of the system of public education are examined and decided solely on a collective basis. Let us cite a number of instances which have occurred recently.

These three departments, as well as the USSR Academy of Sciences and the USSR Academy of Pedagogical Sciences, have worked out a standardized level of general education for young persons in secondary educational institutions.

By means of joint efforts they have prepared the most important governmental and departmental documents which define the labor training of young persons, while at the present time preparations are under way for a scientific and practical conference on the topic: "Improving the Upbringing, Instruction, Vocational Guidance, and Organization of Pupils' Socially Useful, Productive Labor," which will be held at the end of May in Sverdlovsk. In a number of republics and oblasts the pupils in the upper grades of school are undergoing labor training at the base of vocational-technical

schools. Work is being stepped up by the inter-departmental commissions with regard to the vocational guidance of children and young persons.

All three departments have worked out and are implementing coordinated measures in connection with introducing during the new year an educational course entitled "Fundamentals of Information Science and Computer Technology."

The USSR Ministry of Education, USSR Ministry of Higher and Secondary Specialized Education, and USSR Gosprofobr are participating most actively in developing joint proposals in connection with preparing a new edition of the Fundamental Legislation of the USSR and the Union Republics on Public Education.

Ahead of us lies a great deal of work with regard to introducing general vocational education for young persons. In the future, as the principal reform document points out, this will lead to a drawing closer together and a unification of the general-educational and vocational schools, which will represent a further development and implementation of the Leninist ideas concerning a unified, labor, poly-technical school.

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## EDUCATION

### ACADEMY OF PEDAGOGICAL SCIENCES OFFICIAL ON SCHOOL REFORM

Moscow SOTSIALISTICHESKAYA INDUSTRIYA in Russian 12 Apr 85 p 3

[Interview with Ivan Zverev, vice president of the USSR Academy of Pedagogical Sciences, on the progress of the past year's educational reform, by SOTSIALISTICHESKAYA INDUSTRIYA correspondent Yu. Kozlovskiy, entitled: "Concern about the Schooling--Concern about the Future"; date and place not specified]

[Text] On April 12, 1984, the USSR Supreme Soviet enacted a resolution "On the Basic Directions for Reform of the General Educational and Vocational Schools." Our correspondent Yu. Kozlovskiy met with Vice President of the USSR Academy of Pedagogical Sciences I. Zverev and asked him to answer a series of questions.

[Question] Ivan Dimitriyevich, the school reform has been in progress for exactly a year. What changes have occurred in this time, what has already been achieved, and what remains to be done in the near future?

[Answer] It is impossible, obviously, to measure by specific indicators the on-going changes in the schools. The work is difficult, and it is unrealistic to expect an immediate effect from it. To make each new step in this field, one must be completely convinced that it is correct from the point of view of science and acceptable from the point of view of school practice.

The past year I would describe as a preparatory step to working under the new system. The Academy has presented new curriculum plans to the USSR Ministry of Education. We have sent a series of new methodological textbooks for teachers to the Prosveshcheniye publishing house.

[Question] The reform puts specific tasks before each school: to improve radically the organization of labor, education, training, and vocational guidance; to strengthen the polytechnical and practical direction of teaching; to carry out the switch-over to the general vocational education of young people. The successful completion of these tasks depends to a large degree on the teacher, his ideological conviction, professional skill, erudition, and culture. A teacher should be a person who possesses authority and can establish a heartfelt contact with the class.

[Answer] The teacher's image, unquestionably, should remain for many years in the memory of the person who has finished school. Of course, in the system of the training of teachers one must review many things. Above all, in order to deepen the purely professional side of the job. I recently returned from Belorussia. There, on the basis of the Brest oblast institute, 4,000 teachers improve their qualifications every 5 years. And we have many such examples. But today, another thing is important. Who will be the young group of teachers which will begin to teach the children in 5 to 10 years? I consider the work which is going on now in the pedagogical institutes of Moscow, Penza, Poltava, and Lipetsk timely. In their base schools, in the courses of the electives of the psychological-educational plan, they are working with teenagers who have a gift for teaching. And these kids are given preference when they enter the pedagogical institutes.

I want to speak also about the fact that in the work on vocational guidance we expect more help from the base enterprises of the schools. Specific experience has already been accumulated here. This includes pupil production brigades, inter-school production combines, and the patronage of worker collectives over schools. But today, the question should not be simply one of patronage help. The leaders of the base enterprises should create the conditions for the real and serious work of the teenager who would be employed not once in a while, but constantly. This means that it is necessary to provide a workplace for each pupil--in school or a workshop, in the UPK [personnel training administration] or in the shop.

[Question] Since as we have discussed the training of teachers, this question comes up. In the next academic year, a new course, "Informatics and Electronic Computing Technology" will be introduced into the schools. This step is understandable since in the reform it specifies "to equip students with the knowledge and skills for the use of computing technology." But are all teachers of physics and mathematics sufficiently trained to lead such a course? And further. Do schools have the necessary equipment for these courses?

[Answer] As you know, the goal has been set of providing universal computer literacy for young people by the year 2000. After all, in the very near future knowledge of the basics of programming and computing technology and the ability to handle an electronic computer will be necessary for each person in his professional activities as well as in his daily life.

Already today, in Novosibirsk School No 166, the first computing study center (Kabinet) in the country has been created on the basis of 20 electronic computers. In schools No 609 and 719 of Zelenograd, instruction of senior-level students has begun in electronic computing technology on the basis of personal electronic computers. Analogous work is going on in a school under Tartu University, at Rostov School No 5, and in a number of Moscow schools. An All-Union school for young programmers is functioning successfully under the computer center of the Siberian Department of the USSR Academy of Sciences, and there is also a correspondence school, through the journal KVANT, and a number of republic and oblast schools in Vilnius and Simferopol.

It should also be mentioned that the USSR State Committee for Vocational and Technical Education has expanded the training of all students in the vocational-technical school of electronic computing technology and programming. For more than 150 leading professions additions to the substance of specialized subjects and production-related instruction have been made, deepening the knowledge of students regarding the operation of the new technology and the automated technological processes in which computers and robots are being used.

Much is being done by the USSR Ministry of Higher and Secondary Specialized Education. In seven of the country's institutes, an improvement of the qualifications of teachers in micro-processing technology is being accomplished.

But all of this is only the beginning of an enormous task which needs to be performed in order to conduct the study of information theory and computing technology in schools at a modern level. In the 12th Five-Year Plan the intention is to carry out broad experimentation in the area of the development of course manuals, applied programs, and methodological textbooks for teachers and to start the massive retraining of teaching cadres working in the schools.

We would all like to reach that point where the school graduate who arrived at an enterprise would be prepared for work with the most difficult technology, including electronic. But to teach him this on his fingers, you must agree, cannot be done. You ask if schools have the necessary equipment so that they can successfully engage in a program that is new for them. For us, unfortunately, even all the pedagogical institutes which train mathematicians and physicists are not equipped with electronic computers. Rectors have to make arrangements with enterprises in order to organize just the practical training for their students on electronic computing machines. But, you see, already today the school requires micro-computers, alphabetical and numerical printers, and individual training terminals. The needs are critical, but the most important thing is the common efforts of the many ministries and departments in order to cope successfully with the tasks which are placed before the school system by the party and the government.

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## EDUCATION

### BASIC COMPUTER SKILLS URGED FOR ALL SPECIALISTS

Moscow VESTNIK VYSSHEY SHKOLY in Russian No 4, Apr 85 pp 18-20

[Article by L. N. Presnukhin, corresponding member of the USSR Academy of Sciences and institute rector, Prof A. A. Sazonov, institute prorector, and Prof V. F. Shan'gin, Moscow Institute of Electronic Equipment: "Skills in the Use of Microcomputers--for Each Specialist"]

[Text] If one speaks of improving the training of engineers, then unquestionably one of its basic ways is the organic inclusion of computer equipment in the entire system for molding the specialists. The mastery of computers and their consistent use in the training of students and in the production work of the engineer change the very nature of his activity and the system for his professional thinking and bring them into conformance with trends in scientific and technical progress.

In this sense, special significance is had by the study and use of microprocessor single-board and single-chip computers--microcomputers and microprocessor complexes. They have become a new mass class of electronic computer equipment thanks to their low materials intensity and cost, low power consumption, and high reliability. The spreading of microcomputers is exerting a revolutionary influence on entire generations of instruments and equipment--various devices and assemblies with built-in microprocessor equipment are being created. This changes the nature of the equipment, increases its productivity, creates the basis for the automation of sectors, shops, and entire plants, and changes the role of the designer and technologist in the creation of new equipment.

Soviet industry is producing a sufficiently large number of series of microprocessors, microcomputers, and microprocessor sets with the most diverse technical characteristics. The "Elektronika BK 0010" home computer is being prepared for production; it will include an alpha-numeric display based on a home television set and a built-in cassette tape recorder--the memory. This computer can be completely used as a personal computer which is very necessary and useful in work for virtually all specialists and scientists. It will permit them to cope quickly with the solution of many professional problems and, most important, to ensure the prompt receipt of information concerning the achievements of other specialists in any branches of knowledge.

Unquestionably, we still have much to do in the field of the development, production, and employment of microcomputers and microprocessors for the control of technological processes and equipment, scientific instruments, household equipment, and so forth. In particular, it is necessary to expand the training of specialists in the field of creating and using electronic computer equipment.

Unquestionably, such training in the field of microprocessor equipment must be conducted on a broad front; moreover, it should be mastered by virtually all workers, schoolboys, and students. It is generally known that the ability to work on a computer will soon become just as much of a necessity as today's ability to read and write and use a telephone, radio, and television set. It is for this very reason that the study of computer equipment (first of all, it is believed, microcomputers) should begin as early as in secondary educational institutions--schools and vocational and technical schools and then continue in the higher educational institutions.

Thus, even now the instruction of schoolchildren in work on microcomputers is being conducted in Novosibirsk in a specialized school with the Siberian Department of the USSR Academy of Sciences; instruction is conducted on the basis of the "Agat" personal computer. Such work has been begun as an experiment in several Moscow schools. In particular, this year the pupils of the ninth grades of two schools (Nos 609 and 719) are taking a course of instruction in working on a microcomputer (it is intended for 50-70 hours) based on the DVK-1 personal computer.

Naturally, before beginning such instruction, it was necessary to prepare the teachers for it. For this purpose, in April-May 1984 our institute organized a cycle for the training of teachers of physics, mathematics, chemistry, and other subjects of the schools named in the field of programming on the DVK-1 (without separation from work). The course of instruction in programming on the DVK-1 was designed for 30 hours, and lessons were conducted three times a week directly at the console of a microcomputer in the "man-machine" dialog mode. The teachers were acquainted with the composition and basic units of the microcomputer and studied methods for working on it in the calculator mode, the programming of linear computer processes, the debugging and editing of programs, programming ramified processes and cyclic computer processes, standard mathematical functions, the organization of subroutines, means for controlling the course of a program's execution, and the exchange of programs with the main computer. The first experience showed that such a course content and the procedure which we adopted for its study are sufficient for preparing teachers who did not have knowledge and skills in the given field.

It is presumed that subsequently the number of schools in which the pupils will master the skills and knowledge in working on microcomputers will begin to increase continuously. By the end of the 11th Five-Year Plan many schools will be equipped with personal computers (as early as 1985 it is planned to equip all schools of the Zelenogradskiy Rayon in Moscow with computers).

All this means that in the next few years graduates of secondary schools will enter higher educational institutions who are familiar with work on the microcomputer. Consequently, the system for training students in the field of contemporary computer equipment should also receive further development. We should

see that they learn to use not only large computers, but also microcomputers and microprocessor equipment as a mandatory thing.

Special significance is had in this matter by the retraining of teacher personnel. We believe that it is necessary to organize the training of teachers in the use of microcomputers in all FPKP [expansion unknown] and directly in the higher educational institutions. It is believed that this instruction should be considered as one of the most important means for raising qualifications.

In our institute, during the period from 1975 through 1982 all teachers underwent instruction in programming on a digital computer and analog computer and studied the Algol and Fortran-IV algorithm languages as well as the collective use dialog system. And repeated instruction of all teachers was organized beginning with the 1983/84 training year in which the main role is played by familiarity with microcomputers. It is planned that in five years all teachers of general-scientific, general-engineering, and specialization schools will undergo such retraining.

The program of instruction includes such disciplines as: programming in PL/I language (52 hours), programming in Pascal language (42), programming in Basic language (36), and organization and programming of microprocessor systems (28 hours). Depending on the specialization of his department, each teacher studies only two disciplines. Instruction lasts for one year; 70-90 hours are allotted for this (2-3 hours per week).

As regards the training of the students in the field of microprocessor equipment itself, here the task is the mandatory inclusion and familiarity with microcomputers in the system for continuous instruction of the students in the use of computers. We note that there already is experience in such work in several higher educational institutions (see, for example, the article by I. T. Gusev and A. G. Filippov in VESTNIK VYSSHEY SHKOLY, No 3, 1983 concerning the experience of the Moscow Institute of Engineering Physics).

Such work has also been conducted in our institute for several years. Virtually all departments have introduced into their disciplines sections which examine the use of microprocessor equipment in the corresponding fields; in addition, the training plans include a number of special disciplines on microprocessor systems.

Thus, the course "Computer Equipment in Engineering and Economic Calculations" studies programming not only for computers of the YeS [unified system] type, but also for mini- and microcomputers. In this discipline, the first-year students receive skills in using three programming languages--Fortran, Basic, and Pascal, as a result of which all students, regardless of specialty, receive sufficient training for work on the YeS EVM [Unified System of Electronic Computers] as well as with personal computers.

The students employ the knowledge obtained in course I and consolidate it during the entire period of instruction in the institute on the basis of plans for continuous training in the field of using all types of computers. Thus, in the mathematics departments programmable microcalculators and the YeS EVM are used when studying numerical methods and performing course work; in the department of

general physics--in the laboratory course and when accomplishing course work (SM-4-type minicomputer); in the department of electrical engineering--in the laboratory course and for parts of practical lessons (SM-4) as well as when accomplishing course work (unified system and SM [international system] types of computers); in the department of radioelectronics--in the laboratory course (DVK-2 microcomputer). The department of engineering drawing makes wide use of computer equipment to automate drafting-design work (on the base of the SM-4 and ARM-M [automated work site-M]). In the department of technical mechanics computers of the unified system type are employed in course designing and as instructional systems on lessons in theoretical courses. The department of the technology of instrument- and machine building envisions the students' work on computers of the "Iskra" type with a plotter in the course of course and graduation work planning. Computer equipment is also used in the department of economics and the organization of production and all graduating departments.

The training of the majority of graduates of the MIET [Moscow Institute of Electronic Equipment] in the field of using computer equipment corresponds to the requirements of the second level (concerning these levels see the article by A. Ya. Savel'yev, N. M. Kogdov, and B. A. Sazonov in VESTNIK VYSSHEY SHKOLY No 2, 1984), that is, they know the capabilities of computers and microprocessor equipment as a means for study, automation of data processing, and the accomplishment of scientific and technical tasks connected with the development and operation of instruments and equipment with built-in microprocessor systems, and they also master methods for the creation of algorithms for the solution of similar problems. For this, depending on the specialty the students study the courses "Algorithm Languages," "The Theory of Algorithms and Computer Methods," "Theoretical Principles for the Construction of the SAPR [Automated Design System]," "SAPR Software," and a number of courses directly on microprocessors--"Computers and Microprocessor Equipment," "Principles of Automation," "Automation of Production Processes," "Digital Devices and Microprocessor Systems," and others.

For a number of specialties, the training of our graduates in the field of use of computer equipment corresponds to the third level. This means that along with knowledge stipulated by the second level of training the young specialists master methods in systems programming and the organization of computer data, and they are able to generate packs of applied programs, including those for microprocessor systems. Additionally, students of these specialties study such disciplines as "Systems Programming," "The Digital Computer," "Arithmetical and Logic Bases of Digital Computers," "The Element Base of the Digital Computer," "Logic Designing of the BIS [Large-Scale Integrated Microcircuit]," "Circuitry Designing of the BIS," "Topological Designing of the BIS," "Automation of BIS Designing," and others. Many laboratory courses in these disciplines were created on the basis of microprocessors.

Since 1983, classes in the DVK-1 and DVK-2 have been operating in the dormitory of the MIET for the accomplishment of assignments on course and graduation designing using personal computers during non-instruction time.

It should also be noted that we are also using microcomputers successfully as a means to help accomplish the instruction of students and check their knowledge. In particular, the "Astra-mikro" checking and teaching system was created on the base of the DVK.

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## DEMOGRAPHY

### KIRGHIZ SSR POPULATION REACHES 4 MILLION

Frunze SOVETSKAYA KIRGIZIYA in Russian 1 Jun 85 p 4

[KirTAG article: "Soviet Kirghizstan--4,000,000 Inhabitants"]

[Text] The population of Soviet Kirghizstan has reached 4 million persons. The "jubilee" inhabitant of the republic is Kanyka Kaipova from a family of laborers at the kolkhoz imeni Tashiroy in the Kara-Suyskiy Rayon of Osh Oblast. Besides the newborn daughter, 27-year-old Turdukan and her husband Tastan have two sons, 5 and 3 years old. Fellow villagers and farm and soviet leaders congratulated the happy parents. Thanks very much to their troubles Kanyka is beginning her life in a well-built and comfortable village: there is a nursing facility, nursery school and kindergarten here. And as soon as the youngster grows up a little, the doors of the secondary and music schools, and of the palace of pioneers will open wide for her.

In Kirghiziya, where before the Great October every second infant died from hunger and disease, the protection of motherhood and childhood has risen into the class of primary state tasks. In the republic there are approximately 400 maternity clinics, children's polyclinics and dispensaries. Qualified doctors of diverse specialties look after the care of the mother and child. The activities of the Scientific Research Institute of Obstetrics and Pediatrics and 20 specialized sanatoriums are directed toward this goal. The network of hospitals, dispensaries and maternity and children's clinics is constantly widening. Health care institutions are established in high mountain villages and auls.

The republic government displays tireless care about the improvement of everyday conditions of large families, of which there are more than 100,000 in the republic. They come first in the provision of well-build housing; little Kirghizstanians are offered places in kindergartens and nursery schools free of charge.

Kirghiziya occupies one of the leading places in the country in the birth rate-- 32 infants per 1,000 inhabitants. Some 14,000 women who are awarded the title "Heroine Mother" are surrounded with honor and attention. All this furthers the growth of the population: in the past 50 years the population of the republic has increased four-fold.

GENERAL

PROBLEMS OF RELOCATED VILLAGERS IN AMUR OBLAST PRESENTED

Moscow SEL'SKAYA ZHIZN' in Russian 21, 22 May 85

[Article by Yu. Baklanov, SEL'SKAYA ZHIZN' correspondent, Amur Oblast, Khabarovsk Kray, under the heading: "Rural Social Development": "A Family Moves to the East"]

[21 May 85, p 3]

[Text] Every year thousands of new settlers arrive in the Amur region from the western regions of the country. How are the settlers becoming acclimatized, and how are they taking root in the far eastern lands?

Belal Guliyev, a mechanization expert on the "Pribrezhnyy" Sovkhoz in Amur Oblast, has a good reputation in the Far East. According to the results of last year's harvest, Belal was recognized as the best combine operator in the Oblast, and the Mikhaylovskiy Raykom published a pamphlet about him. And after all it wasn't much more than two years ago that the Guliyev family showed up in the village of Shadrino. It arrived on the Amur along with other settlers from Azerbaijan. Hard-working Belal quickly gained prestige among Amur combine operators, who are familiar with the nature of the local lands. P. Mulenkov, the sovkhoz director, puts it like this:

"We have enough mechanization experts, but there aren't enough experienced combine operators. The sovkhoz badly needs experts such as Belal."

He has received recognition on the job, and he has what he needs at home. Belal provided himself with furniture, and he's also acquired a passenger car. And of late their private subsidiary farm has also made a noticeable contribution to the family budget.

Combine operator Aleksey Ursu is also on the list of the best mechanization experts in the oblast; he has recently moved from the Ukraine to the "Znamya" Kolkhoz in the Tambovskiy Rayon. Milkmaid T.A. Luk'yanchuk, a delegate to the 26th CPSU Congress, who has also moved from the Ukraine, is spoken of with respect at the "Znamya Oktyabrya" Kolkhoz in the Konstantinovskiy Rayon. And V.M. Dorchinets of the "Chigirinskiy" Sovkhoz, her countrywoman, has become one of the best milkmaids in the oblast. Heading the staff on the Verkhneblagoveshchensk farm is T.P. Pletneva, who came to

this farm earlier from Kursk Oblast; she has been awarded the high honor of Hero of Socialist Labor. In Vyazemskiy Rayon, Khabarovsk Kray, the peasant dynasty of the Yakovlev's, who moved from the Tatar ASSR, has long ago won a solid reputation.

One could cite dozens, hundreds of examples of the excellent work of the relocated villagers who have arrived in the Amur Basin at various times. People have settled down, and they've found a place in life that suits them. They know that the work of their hands, their energy and their aptitudes are needed more in these wide-open spaces than in the long-inhabited, thickly-populated places.

And there's enough work here for everyone. BAM has thrust its steel tracks through the north of the Amur Basin, and has brought new industrial enterprises and subsidiary farms to life. Every year, people arriving from the western oblasts of the country are warmly greeted on the farms of the Far East. This year for example, a large number of families arrived in the Amur Basin prior to the Spring planting, from the Ukraine, Belorussia, the Russian Federation, Azerbaijan, and other places.

Relocating and settling people in the Far East is an important part of the state program for redistribution of labor resources in the interests of the national economy. Since the trip to the Maritime Region is a long one, the state has taken upon itself a significant part of the expenses for helping the people get settled. For example, when relocating from other zones of the country, the head of the family receives 200-300 rubles for assistance, depending on the location of the farm, and from 75-80 rubles for each family member. The family's moving expenses, including their goods and domestic animals, are paid for. After two years the new settlers no longer have to pay for their apartment; they are provided free fuel and municipal services; and they pay no agricultural tax for eight years. They are sold 300 kg of mixed cattle feed per year for two years. They are sold a cow on a self-supporting basis--while only one-third of the cost is paid by the family, starting with the third year, and the remainder by the state and by the farm. Still more significant benefits are provided when purchasing and paying for a house on the installment plan. The very same benefits are paid for demobilized servicemen who come to work on the farms of the Far East after serving in the Soviet Army.

Additionally, in a number of rayons, increased wage indices have been established, and after three years working settlers receive an all-expense paid vacation. In a number of the rayons which lie along the BAM, in addition to the zonal indices, workers are paid the northern supplement. In order for the settler's families to build up their subsidiary farms more rapidly, and in order that they don't have difficulties in their first days, they are provided young fowl, pigs, and foodstuffs. The help is not wasted; it helps the settlers to establish their private homesteads more rapidly.

Why have I recounted these privileges in such detail? According to the testimony of A. Kalantayevskiy, personnel representative for recruiting new settlers, far from all of those who wish to move to the Far East thoroughly understand their rights. These privileges are a fine initial

incentive to put down firm roots in new places. Some, you see, have arrived recently to find the yard already full of livestock, and food in the house. It's been three years since the Mityukov family moved to the "Vernyy Put'" kolkhoz on the Amur, from Khmel'nitskiy Oblast. They settled in Konstantinovka, the rayon center, where the central buildings of the kolkhoz are also situated. Vasilii received a K-700 tractor, and Galina--although she did not possess animal husbandry skills--went to take care of the calves.

"We live well," she relates. "Today our combined wages, with the zonal index and with bonuses, reaches 400 rubles a month. When we decided to buy our own house, the kolkhoz helped with the loan, and we've already paid it off in full. We have at our home a cow, a bull calf, pigs and chickens. We took a vacation trip to our homeland, and we've invited our relatives and acquaintances to move out here. But we carefully warn every one: the high wages also require full output at one's workplace. The principle is the same here as everywhere--you must earn what you get."

The family found what it was searching for. And for others who are not afraid of work, life starts out all right and smoothly. Here's what teacher A. Ibadov, from Geokchayskiy Rayon, Azerbaijan SSR, writes to AMURSKAYA PRAVDA after visiting his daughters in the village of Nizhnyaya Poltavka: "I saw with my own eyes how well my children are living. Each family has been provided with a four-room apartment. Their average wages amount to 340 rubles. My son Bayram, who came with me, has asked permission to remain here on the 'Pogranichnyy' Sovkhoz. I might add, that Bayram has gone to work in the boiler room, and has at the same time decided to learn to be a driver."

In the Amur Basin, they know the value of an enterprising, businesslike worker. Many of the resettlers have become middle managers on the team, they have headed up farms, they have been decorated with orders and medals, and have been elected as deputies. This recognition also testifies that those who work honestly do not neglect to set aside time for social matters. Also of assistance in more rapidly becoming part of the collective is the kindness of the Far Easterners and their readiness to come to one's assistance, if you approach them without greed or cunning. Here one always feels as if distances do not separate people, but bring them together. And whatever you say, no matter which village you choose, right down to the very oldest along the Amur and the Ussuri--they are full of new settlers, if you just look a bit into their background. The very names tell you something: Tambovka, Vyatskaya, Samara, and three Poltavka's right in a row. By tradition, settlers from Belgorod Oblast come to the village of Belgorodskoe in the Jewish Autonomous Oblast.

Such a comradely atmosphere also binds people to their new location. It used to be that some settlers would become disillusioned over something or would pine for their native parts, and would go back, after working out the "contracted" five years. Then, you would see them turn up in the Amur Basin once again. One could cite quite a few such examples, but I'll just tell you about one such fate. Once upon a time, the young Agarkov family came to the "Zarevo" kolkhoz on the Amur, from Kursk Oblast. They proved to be good workers, but longed for their homeland and went back. But, as Lidiya Nikitichna recalls, she soon longed to see her new friends, and the wide

open spaces of the Zeyskiy Rayon around the village of Petropavlovka. She persuaded her husband to once again come to "Zarevo". She was given the very same herd of cows, and became the first "5,000-kg milker" in the oblast, for which she was decorated with orders. And Lidiya Nikitichna was chosen by her fellow countrymen as a deputy to the RSFSR Supreme Soviet. Last year the Agarkovs were given their own home in Petropavlovka, after they turned down an apartment on the kolkhoz "by choice". Thus, both their children and their grandchildren are living here.

But, as the resettlers themselves write to their countrymen in letters and appeals, there are no easy routes to glory, nor for wages. Does everyone who has made this long trip understand this well? Judging by the "exodus" of new settlers--a reverse migration--and by the conflicts which arise on the farms, many of them do not fully comprehend the living and working conditions in the Amur Basin, and agriculture in general. There are quite a few city folks among today's resettlers, who do not possess agricultural specialties, nor the skills of peasant labor. The majority of these are young families who want to live apart from their relatives, or to improve their living conditions in connection with an addition to the family. The housing and the opportunity to have a personal subsidiary farm is one of the reasons for the move of the majority of the new settlers. And there are others as well: the desire to earn money, to engage in peasant labor, to start a new life; a change of climate; finding work that suits one; and showing what one is worth.

Every year, in the country's western krais, oblasts and republics where recruiting is going on, special editions of oblast and rayon newspapers and pamphlets are published, where future settlers are told of the natural, the climatic and the economic conditions in the region, in the district, and on each farm. There is information about the privileges, and about the housing. It's all true. Prior to the arrival of the trains with new settlers, special commissions make sure the living quarters are ready. Upon arrival, if the weather is still cold, the houses are heated, the noon meal or evening meal is organized, and bread and salt is offered according to the Russian custom: Welcome to the lands of the Far East!

But does this mean that there are no problems with getting settled? There are problems, and quite a few. I'll tell you about them in my next letter.

[22 May 85 p 3]

[Article by Yu. Baklanov, SEL'SKAYA ZHIZN' correspondent, Amur Oblast, Khabarovsk Kray, under the heading: "Rural Social Development": "Does the New Settler Need Much?"]

[Text] New settlers complain a lot when they are not satisfied with the housing they've been offered. The themes go like this: "We thought we'd get a separate house, but they've given us an apartment in a high-rise; the garden is a long way off, and there's no place to keep a cow..." or, "We'd hoped for new living quarters, but they put us in an old house..."

The latter is an especially typical reason for dissatisfaction. And it is not without foundation; of all the families of the those being resettled, who are presently coming in from Belorussia to the Mikhaylovskiy Rayon of Amur Oblast, only two have received new apartments. Where shall one get new housing in such sovkhozes as "Borisoglebskiy" or "Pereyaslovskiy" in the Oktyabr'skiy Rayon of this oblast, if the subcontractors here have been waiting for years, and building which uses a firm's own works department is poorly utilized? And is this the only place? Let's read one of the reports from the labor department of the Amur Obispolkom: "In 1984, with planned construction of 2,180 apartments, 1,130 were built. Not a single house was built on 22 farms. At the very same time, non-resettlers were occupying 410 apartments. On the 'Perskiy' Sovkhoz, three families were moved into apartments which needed repairs; they were unpainted, and lacked outbuildings. Presently, 15 families will be put into old apartments at the 'Antonovskiy' Sovkhoz."

Instances of poor-quality repair of living quarters were encountered in the Blagoveshchenskiy, Bureyskiy, and Mikhaylovskiy Rayons. The situation is better in Khabarovsk Kray, where intensive construction of living quarters is being carried out in the rural area. In the Leninskiy Rayon of the Jewish Autonomous Oblast, for example, two-thirds of the resettlers have been put into new apartments this year. It's no accident that the exodus from the area has been reduced here. This fact should be appreciated: after all, it costs the state 1,515 rubles to transfer each family. In addition to the material loss, reverse migration over a long period of time excludes people from the labor process, and a loss of production results.

There are not very many reasons for the reverse migration of new settlers. According to data from a survey of those who have departed Khabarovsk Kray, 27 families left because of illness of a family member; 4, because of the distance from a city; and 12 did not find their dreams fulfilled. The remaining people left because of various family considerations.

There has been no detailed investigation of the reasons for leaving Amur Oblast, and for years there has not been a complete picture of the movement of the new settlers. There is a simple reason--the RSFSR Goskomtrud [State Committee on Labor and Social Problems] does not ask for such information. Another question arises: But how should such a complex process be administered if precise data is lacking? As it turns out--blindly, by accident.

But dissatisfaction with living conditions is after all one of the main reasons for leaving. I had occasion to observe how the new settlers in Mikhaylovskiy and Tambovskiy Rayons were led to believe that well-built quarters should be situated close to the fields, and that their own gardens should be next to them.

To put it bluntly--a person wants to go where it's best. And although according to the instructions such switches and transfers are permitted only in extreme cases, the labor departments have made the exception the rule: they will agree to anything, as long as the new workers stay in the oblast.

thus the Idrisov family from Azerbaijan visited two farms before they decided to settle down for good. And in both cases they did not like the living quarters--it was rather crowded for a family of ten persons. At the "Pogranichnyy" they intervened in the situation and allocated the Idrisov's a new brick house with two apartments. The new settlers took down the internal partitions and now they've been living in Nizhnyaya Poltavka for three years. Saadat, the mother, and two of her daughters work as milkmaids, and they are rightfully considered the best herders in the Konstantinovskiy Rayon. Dzhafer, the head of the family, also works conscientiously. The family is satisfied, and the sovkhos supervisors have not been disappointed in their expectations.

To reiterate, I say that if more housing were built in Amur Oblast, then a lot more new settlers would, correspondingly, remain. But how many more wish to come from the cities and the working communities to work in their own villages in the Amur Basin, but they are forced to give up the idea until such time as they are offered good housing on the farms!

Several years ago construction of small, individual, one-family houses for settlers was discontinued. They are unprepossessing in appearance, with a simple design. But, having sent such "insignificant" housing into retirement, many farms have not offered anything in exchange. The current tendency is to set up villages according to a general plan, with more modern buildings, whereas quarters for the settlers are not allocated from the general fund. In Khabarovsk Kray they are managing to put this program into effect, because the city fathers have undertaken construction along with the subcontractors. They've managed to make great strides in this matter here, after they created the capacity for production of prefabricated wooden houses.

In Amur Oblast they are also putting up well-built houses everywhere of the farmstead type, and the villages have noticeably improved. But, unfortunately, the rate of reconstruction is clearly unsatisfactory, for the capacity of the subcontracting organizations obviously lags behind the needs of the countryside. It is not surprising that more than 60 per cent of the housing "meter measurement" in the current five-year plan was to be achieved by virtue of using one's own resources.

But here the projects do not meet modern standards, since it is at times hard to get bricks; and as far as slate, carpentry materials, and sanitary equipment are concerned, it is very difficult. Moreover, in terms of the credit, which is allocated "from force of habit" for the settlers' houses (12,000 rubles per family)--you can't build a house because of the radical increase in the cost of building materials.

Wisened from the position of their experience, the sovkhos-kolkhoz administrators sigh about the past, when one could get a pre-fabricated house from the woodworking combine at Khor, in Khabarovsk Kray. They are really reaching into the past. Presently the units coming in from Khor are really multi-room dormitories. The Zeyskiy timber office has organized production of suitable wooden housing, but they are supplying very few. And everyone

is turning down the houses made from thin rounded timbers from the Surazh Woodworking Combine: in order to build two houses, you have to buy three kits.

The Blagoveshchenskiy Rayon has currently been allocated 13 sets, but they've managed to find a buyer for only one. It is painful to admit that this phenomenon exists--that in the Far East with its extremely rich timber resources and a developed system of woodworking enterprises, they cannot organize production of quality, attractive housing for the rural family.

Construction does not take into consideration the changing family demography of the new settlers--families with many children are not uncommon at present. But they cannot offer them more than a three-room apartment; all the houses are as alike to one another as twins.

The desires of the new settlers should also be considered ahead of time: some are attracted to the urban conveniences of multi-story houses; others, to a garden, and a separate house. Otherwise one cannot avoid such situations, where settlers from the Trans-Caucasus, who find themselves in a three-story house on the "Komsomol'skiy" Sovkhoz in Belgorodskiy Rayon ask for land, while young families from Krasnodar Kray, who have become owners of a little wooden house in a village in Tambovskiy Rayon, declare that they would rather live in a well-built apartment, with a bath and hot water.

There are also other questions, the solution of which awaits an influx of workers, and settling them in the agrarian regions of the Amur Basin. This means primarily purposeful selection of people for resettlement, supplying them with objective information on the places to which they will move. Then mistakes will be fewer, there will be less dissatisfaction, and puzzling questions. There are places here that are really not that settled--to the south of the Amur the lands have long been under cultivation, and the forest boundary has receded but to the north not every village has a stream; quite often water must be trucked in. A graduate of the technological tekhnikum on the "Slavinskiy" Sovkhoz was bewildered: they had said that people of every specialty were needed here, but they proposed to send her to a farm. Quite a few women would like to work in the kindergartens, in cafeterias, or in the services sphere; but such vacancies are taken up, one-two-three. But they need workers on the farms, on horticultural and construction brigades, in the threshing yards. Men are offered tractors and combines, and duty as a driver on farms or construction brigades. Future settlers in the Amur should know precisely that here it is in basic production that workers are needed. It is not hard to acquire a profession or to increase your skills, if you have the desire.

There are numerous obvious mistakes in the selection of candidates for resettlement, and their makeup far from meets the needs for settling on the farms. Here, as an awl pokes through a sack, the mistakes of those who work in the resettlement departments in the western oblasts and in the eastern ones, with whom they have insufficient contacts, creep into the open. And this results in all kinds of extensive delays both for the Amur villages and for the settlers themselves.

More attention must be given to them in the difficult initial period of becoming acquainted, of getting used to their new place. As one new settler from Minsk Oblast told me, "Everything here is different from my native land--nature, the weather, the villages. It's hard to get used to." I recall that in the village of Chesnokova there was a young housewife and a child who were shivering from the cold, although there was a good supply of coal heaped up in the yard. It turned out that she didn't know how to light the stove, and was too shy to ask for help from her neighbors. A trifle? How can one say? Such trifles at times are what form a person's negative attitude toward their new place of residence. Public cooperation councils are, according to instructions, supposed to help new settlers in every village. But they must operate more effectively, and make use of their accumulated experience. For example, on the "Pogranichnyy" Sovkhoz, one of the chief specialists on the farm is assigned to help every third family in solving various living problems. Chief of the labor department at the Blagoveshchenskiy Rayispolkom, P. Gorchakov, confirms that such attention, such a kind attitude toward people, bears tangible results--they stay firmly put: a survey of 82 families showed that on the whole they are satisfied with their work and their everyday life.

Local residents take note, that if a settler plants a tree next to his house, or a currant bush, and digs a flower garden, that person will not leave, and will put down roots. In some Amur villages the houses are surrounded with greenery and flowers. That means that solid peasant families live here, and that there are good workers here.

But in others, except for potatoes in the garden, nothing else is planted. That's a shame. The earth in the Far East is generous in its yields. One only has to apply one's hands to it.

Hands that are not afraid of work.

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